



MEFMI
Macroeconomic and Financial Management
Institute of Eastern and Southern Africa



2019 PROSPECTUS

BUSINESS DEVELOPMENT UNIT



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MEFMI IN BRIEF

The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) is a regionally owned Institute with 14 member countries: Angola, Botswana, Burundi, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

The Institute was established in 1994 as the Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM) with a mandate to address entrenched problems that countries faced in debt and reserves management. This mandate was expanded in 1997 to include macroeconomic management, and broader aspects of financial sector and debt management, resulting in the birth of MEFMI.

MEFMI strives to improve human and institutional capacity in the critical areas of macroeconomic and financial management, to foster best practices and to bring emerging risks and opportunities to the fore among executive level officials. It also seeks to achieve prudent macroeconomic management, competent and efficient management of public finances, sound, efficient and stable financial sectors and economies with sustained growth. For more information about MEFMI, please visit our website: www.mefmi.org.



MEFMI BUSINESS DEVELOPMENT UNIT

The Business Development Unit (BDU) is the commercial entity of MEFMI through which the Institute offers capacity building beyond its traditional mandate on a commercial basis to contribute to the development of responsive, competent and professional staff and institutions in different fields. The BDU offers its services to public institutions, the private and civil society sectors across the globe. The ultimate objective is to support economic and financial sector stability and growth for national and regional development.

These services include consultancy and advisory services on a variety of innovative, needs based, flexible, customised and accessible training, consultancy and advisory solutions for individuals and institutions. These services are delivered by regional and international subject matter experts and are supported by MEFMI's enduring legacy and experience in the delivery of high quality capacity building interventions since 1994.

BDU OBJECTIVES

The MEFMI BDU is committed to providing capacity development solutions to private and public sector institutions as well as the civil society across the globe in order to:

- Develop and sustain human and institutional capacity;
- Foster adoption of international sound practices;
- Raise awareness on emerging opportunities, trends & risks amongst decision makers;
- Promote good governance and prudent management of resources; and
- Enhance individual and institutional efficiency.

VALUE PACKAGE

The MEFMI BDU offers unique programmes that are practical, tailored to specific needs of institutions or individuals and responsive to emerging local, regional and global needs. Participants in BDU programmes benefit from:

- Experts and experienced trainers who blend academic and professional backgrounds with knowledge of issues complemented by exposure to global developments and international good practice;
- Well researched and easy to follow course materials grounded in sound theory and practical application;
- Course documentation provided on appropriate electronic media;
- Interactive, practical and up-to-date educational methodologies and techniques;
- Peer to peer knowledge sharing as well as networking opportunities;
- Continuity in services provided beyond the project/ assignment period;
- MEFMI's ability to respond quickly and cost effectively to clients' specific requests and
- Value for money pricing structure.

SERVICES

- **Open Scheduled Courses:** The BDU has a comprehensive portfolio of courses that have been developed and are continuously reviewed to cater for public, private and civil society sectors. The training courses are hosted at both regional and international locations





- **In-House & Tailored Programmes:** For organisations with identified training needs of seven (7) or more individuals, the BDU delivers a customised training programme. The advantages of a customised training programme include flexibility in content, venue and time as well as cost savings, and trainers with a strategic fit to the organisation as well as assurance of confidentiality of information shared during discussions.
- **E-Learning:** Online training compliments the face to face courses as a strategic approach to expanding reach and ensuring quality, sustainable and timely training that is flexible to the needs of busy professionals.
- **Consultancy and Advisory Services:** Our internationally recognised and vastly experienced experts in economic and financial sector management provide specific needs-based interventions, such as application of customized tools, frameworks and methodologies to engender best practices.
- **Conferences & Seminars:** Utilising our vast network of regional and international experts, the Institute organises conferences at different locations to stimulate dialogue and raise awareness on issues of sector, national, regional and global importance.

MEFMI BUSINESS DEVELOPMENT UNIT

PROGRAMMES 2019



SUMMARY CALENDAR

	COURSE TITLE		DATES	FEE
1.	Cyber Financial Security	5 days	28 Jan – 1 Feb 2019	USD 850
2.	Macroeconomic Modelling & Forecasting	5 days	18 – 22 February 2019	USD 850
3.	Foreign Exchange Risk Management	5 days	11 – 15 March 2019	USD 850
4.	Payment Systems	5 days	8 – 12 April 2019	USD 850
5.	Combating Money Laundering	3½ days	7 – 10 May 2019	USD 500
6.	Credit Analysis, Management and Modelling for Banks	5 days	3 – 7 June 2019	USD 850
7.	Treasury Operations	5 days	1 – 5 July 2019	USD 850
8.	Structured Trade Finance	5 days	29 July -2 August 2019	USD 850
9.	Enterprise Risk Management	5 days	26 - 30 August 2019	USD 850
10.	Presentation Skills	3 days	25 - 27 September 2019	USD 300
11.	Islamic Banking	5 days	21 - 25 October 2019	USD 850

The courses to be offered by the MEFMI Business Development Unit in 2019 are detailed below, indicating the programme title, duration, dates, objectives, general content, target groups and indicative fees as applicable.

1

CYBER FINANCIAL SECURITY

Dates:	28 January – 1 February 2019
Duration:	5 days
Venue:	TBA
Investment:	USD850.00

FACILITATOR: DR. WHISPER RUKANDA

Dr. Rukanda is an international expert with over 25 years of practical experience in financial services and ICT. His experience includes Business and ICT Forensics, Revenue Assurance Audits, business consulting, lecturing, service delivery, systems development, examiner for universities and professional bodies and computing advisory services. He is a Certified Digital Forensic Expert (CDFE) and Certified Fraud Auditor / Examiner.

COURSE OBJECTIVE:

To raise participants' awareness on the motives and methods driving cyber financial crimes and equip them with tools for detection, judicially valid and admissible investigations, reporting and prevention techniques as well as necessary internal and external controls management.

COURSE OVERVIEW:

- Current and emerging cyber financial crime threat landscape and fraud topologies
- Impact of cyber financial crimes on firms and the financial services sector
- Relevant legislation
- Key security methods used to prevent cyber financial crime



- Warning signs of Cyber financial crime
- Ethical considerations in financial fraud prevention
- Anti-fraud measures
- Investigating suspected fraudsters
- Investigations into social media, malware, viruses, and ransomware
- Detection and prevention of Money Laundering



TARGET GROUP:

Senior and middle level professionals in the following departments/units:

- Internal Audit
- Risk Management
- Security
- Legal
- Regulatory Compliance
- Operations
- Finance

2

MACROECONOMIC MODELLING AND FORECASTING

Dates:	18 – 22 February 2019	Duration: 5 days
Venue:	TBA	
Investment:	USD850	

FACILITATOR: MR. PATRICK NDZINISA

Mr. Ndzinisa has over 20 years' experience in economics and macroeconomic modelling and forecasting. He joined the Central Bank of Eswatini as an Assistant Economist in 1997 and rose through the ranks to the position of Manager responsible for Policy Research and Macroeconomic Analysis which he has held since 2009. He has also lectured at the University of Botswana and University of Eswatini. Mr Ndzinisa is a holder of a MA Economics from the University of Botswana as well as a BA Economics and Accounting from the National University of Lesotho. He is a MEFMI accredited Fellow in modelling and forecasting and a graduate of the University of Stellenbosch Business School's Management Development Programme. He has eight research papers to his name.

COURSE OBJECTIVE:

To develop participants' capacity to provide timeous, reliable forecasts, prompt and constructive policy analysis using modern models and techniques to support decision-makers.



COURSE OVERVIEW:

- Macroeconomic Theory
- Concepts in Modelling and Forecasting
- E-Views Software
- Data transformation, testing and integration techniques
- Model Building, Solving and Forecasting.

TARGET GROUP:

Economists in Financial Institutions, Industry Associations, Civil Society Organisations, Public Sector, Consultancy and Research who have a reasonable technical background in macroeconomic modelling and forecasting.



3

MANAGING FOREIGN EXCHANGE RISK

Dates: 11 – 15 March 2019

Duration: 5 days

Venue: TBA

Investment: USD850

FACILITATOR: MR. FRANCOIS MOLIFE

Mr. Molife has over 20 years' experience in the Financial Services Sector. He has headed Treasury and Investment Banking Operations and has also served as Managing Director of Afrasia Kingdom Bank in Zimbabwe. He has experience in Project Finance; Structured Trade Finance, Risk Management and Foreign Exchange markets. His qualifications include Diploma in Banking, Diploma in Treasury and Trade Finance, Advanced Diploma in Trade Finance, Diploma for Management Executives, Master of Business Administration (Finance).

COURSE OBJECTIVE:

To equip participants with skills to develop and implement sustainable foreign exchange risk management strategies, including hedging, for their institutions.

COURSE OVERVIEW:

- Foreign exchange risk management instruments
- Valuation methods to price these financial instruments.
- Application of these instruments in managing financial risks at corporate levels.

- Types of foreign exchange hedge programmes typically utilised by corporations.
- Hedging strategies to manage identified financial risks.

TARGET GROUP:

Senior and middle level professionals from:

- Treasury Departments in commercial banks
- Derivatives Traders
- Corporate Treasury
- Exporters & and Importers
- Broking firms
- Institutional Investors
- Corporate Finance
- Business Development
- Market Regulators



4

PAYMENT SYSTEMS

Dates:	8 - 12 April 2019
Duration:	5 days
Venue:	TBA
Investment:	USD850

FACILITATOR: MR. JOSEPHAT MUTEPFA

Mr. Mutepfa is the Deputy Director, Financial Markets, responsible for the National Payment Systems Department at the Reserve Bank of Zimbabwe. He has over 20 years banking and payment systems experience. His responsibilities include; administration of ZETSS (the Zimbabwean RTGS system) and the Central Securities Depository (CSD) system as well as ensuring effective oversight of the national payment system, digital financial services issues, payment systems development and financial inclusion. He is the payment systems Country Leader for Zimbabwe and has been involved in the SADC and COMESA Regional Integration Projects. Mr Mutepfa is a holder of MBA and Business Degrees among other qualifications.

COURSE OBJECTIVES:

To develop practical skills for overseeing and managing payment systems;
To enable participants to understand how to design and implement benchmarks.

COURSE OVERVIEW:

- Governance in Payment Systems
- Large Value Payment Systems
- Risk Management in Payment Systems

- Profiling for Payment Systems
- Payment Systems Oversight
- Policy formulation
- Principles for Financial Markets Infrastructure
- Oversight of Innovative Payment Products
- PFMI Disclosure Framework and Assessment Methodology

TARGET GROUP:

- Middle to senior level professionals in payment systems' departments and in banking operations.
- Middle to senior level professionals of other professions involved in supporting payment systems management and operations like Legal, IT, internal audit, banking supervision and financial stability.
- Stakeholders from other relevant institutions involved in the national payment systems may also benefit from this workshop.



5

COMBATING MONEY LAUNDERING

Dates: 7 – 10 May 2019

Duration: 3½ days

Venue: TBA

Investment: USD500

FACILITATOR: MR. CALVIN HABASONDA

Mr. Habasonda is a Senior Analyst responsible for Regulatory Policy and Research in the Bank Supervision Department at Bank of Zambia. He is an expert on anti-money laundering and combating of financing of terrorism, corporate governance as well as risk management with 15 years' prior experience in private sector banking. Mr. Habasonda has represented the Bank of Zambia at various AML/CFT fora both within and outside the region and has participated in the AML/CFT mutual evaluations under the auspices of the Eastern and Southern African Anti-Money Laundering Group where he also sits on the Compliance Risk and Financial Inclusion Working Group.

He holds a Master of Arts Degree in Economics of Development from the Institute of Social Studies, in The Hague, Netherlands and a Bachelor of Arts Degree from the University of Zambia. He is also a qualified chartered banker with the Chartered Institute of Bankers in the United Kingdom.

COURSE OBJECTIVE:

To impart knowledge to participants on the major facets of AML and CTF and how they can identify, report and prevent money laundering and financing of terrorism and thus protect themselves and their institutions against the associated risks.

COURSE OVERVIEW:

- Understanding Money Laundering and Terrorist Financing
- International context
- International and Local Anti-Money Laundering Legislation
- Risk-based Approaches
- Compliance Strategies
- Recognising and Reporting Suspicious Transactions
- Money Laundering Detection Techniques
- Roles and Responsibilities of Accountable Institutions
- AML Topologies
- Customer Due Diligence
- Records Management
- Implementation of UNSCR Regulations
- Case studies

TARGET GROUP:

Junior and middle level staff from Banking, Mobile Financial Services, Wealth Management institutions such as:

- Middle and Back Office Personnel
- Front Office Personnel
- Compliance and Risk Officers
- Regulators
- Investigations
- Security Management



6

CREDIT ANALYSIS, MANAGEMENT AND FINANCIAL MODELLING FOR BANKS

Dates:	3 – 7 June 2019	Duration:	5 days
Venue:	TBA		
Investment:	USD850		

FACILIATOR: DR. BLESSING MUDAVANHU

Dr. Mudavanhu is a regional expert on risk management. He has extensive business experience in enterprise risk management, credit risk, theory and practice of quantitative finance, financial products modelling, pricing, validation and reconciliation. He is currently the Chief Executive Officer of CBZ Holdings and has served as Acting Chief Executive Officer of BancABC in Zimbabwe, Chief Risk Officer of BancABC and as Director: Risk Analytics, Global Risk Management at Bank of America Merrill Lynch. Dr. Mudavanhu is also a visiting lecturer at the University of Witwatersrand and has published on risk management and financial modelling and mathematics. His academic qualifications include PhD in Mathematics, MSc Financial Engineering, MSc Applied Mathematics and BSc Mathematics.

COURSE OBJECTIVE:

To equip participants with knowledge on the credit analysis process, analyse credit risk and design appropriate financial models in order to make sound business decisions and mitigate credit risk.

COURSE OVERVIEW:

- Bank loan and bond markets
- Qualitative risk analysis: sovereign, industry & company specific
- Quantitative risk analysis including key credit ratios
- Credit ratings & the rating agencies
- Financial modelling in Excel
- Sensitivity analysis
- Credit enhancement methods
- Parent and subsidiary rating linkage
- Company valuation for acquisition finance and distressed situations

TARGET GROUP:

- Experienced Bank Credit Officers
- Investment Bankers
- Management Consultants
- Bond Credit Analysts
- Fixed Income/Credit Traders
- Fund Managers
- Treasurers
- Compliance Officers
- Financial Decision Makers in Companies

7

TREASURY OPERATIONS

Dates: 1 – 5 July 2019

Duration: 5 days

Venue: TBA

Investment: USD850

FACILIATOR: MR ALBERT MUPARURI

Mr. Muparuri has over 13 years' experience in the financial services sector in Zimbabwe and Sub-Saharan African countries. He has practical skills and experience on fixed income and foreign exchange markets, assets & liability management (ALM), risk management, investment strategy formulation and implementation, treasury, institutional, wholesale and retail banking as well as origination, structuring, negotiation and execution of fixed income, currency and commodity transactions at large.

Mr. Muparuri is a holder of a MPhil Degree in Development Finance, MSc in Finance and Investments, B. Comm. Finance Honours, ACI Dealing Certificate and Diploma from the Institute of Bankers Zimbabwe (IOBZ). He is also a member of the Association of Corporate Treasurers (ACT), Chartered Development Finance Analyst (CDFA), Certified Treasury professional (CertT), an Associate Member of the Institute of Bankers in Zimbabwe (AIBZ) and a member of the South African Institute of Financial Markets (MIFM).

COURSE OBJECTIVE:

To provide participants knowledge and practical skills required for effective treasury operations. Participants will learn how to develop balanced treasury portfolios, manage risk, measure, manage and report fraud and comply with Basel II and IFRS requirements.

COURSE OVERVIEW:

- Introduction to the Financial System
- Wholesale Banking, ALM and Treasury
- Managing Liquidity and Market Risk
- Treasury and Governance – the Role of the ALM Committee
- Organisation of the Corporate Treasury Function
- Cash Management
- Fixed Income Market
- Managing Market Risk
- Interest Rate Derivative Products
- Foreign Exchange Market

TARGET GROUP:

- Treasury Professionals
- Relationship Managers
- Accountants
- Risk Managers
- Internal/External Auditors
- Regulators
- Operations Staff
- Other Financial Professionals



8

STRUCTURED TRADE FINANCE

Dates:	29 July – 2 August 2019
Duration:	5 days
Venue:	TBA
Investment:	USD850

FACILIATOR: **MR. MOLIFE**

Mr. Molife has over 20 years' experience in the Financial Services Sector. He has headed Treasury and Investment Banking Operations and has also served as Managing Director of Afrasia Kingdom Bank in Zimbabwe. He has experience in Project Finance; Structured Trade Finance, Risk Management and Foreign Exchange markets. Mr Molife has negotiated various capital and trade financing deals on behalf of clients in Zimbabwe such as Sable Chemicals, William Bain New Holland, ZFC, Windmill and Mbanu Private Ltd. His qualifications include, Master of Business Administration (Finance), Diploma in Banking, Diploma in Treasury and Trade Finance, Advanced Diploma in Trade Finance, and Diploma for Management Executives.

COURSE OBJECTIVES:

- To enhance competencies of trade finance professionals and corporate bankers in structured trade financing;
- To unpack the interplay between global trade finance product concepts, applicable supply chains and financing structures to enable participants to tailor-make and execute specific structured trade finance transactions to meet the needs of their clients.

COURSE OVERVIEW:

- Introduction to International Trade
- Supply Chain and Commodities Trade Finance
- Trade Finance Solutions
- Structuring Trade Transactions and Contracts
- Key Documentation
- Risk Considerations and Mitigation
- Warehousing
- Insurance

TARGET GROUP:

- Trade Finance & Treasury Professionals
- Commercial and Investment Bankers
- International Traders
- Risk Managers
- Legal Advisors
- Credit and Risk Officers
- Relationship Managers
- Internal Auditors



9

ENTERPRISE RISK MANAGEMENT (ERM)

Dates: 26 – 30 August 2019

Duration: 5 days

Venue: TBA

Investment: USD850

FACILIATOR: MR. KEFA NYAKUNDI

Mr Nyakundi has wide knowledge in risk management from both a practitioner and technical expert perspective sitting on various board committees including risk management committees and operational risk committees. Further, he is a member of the Global Association of Risk Professionals (GARP), Chartered Institute of Bankers (CIB) among others. He is a trainer on ERM and has conducted trainings in various Eastern and Southern African countries for both commercial banks, corporates and state-owned enterprises (SOEs). In addition, he is a trainer at the Kenya School of Monetary Studies which is owned and managed by the Central Bank of Kenya.

COURSE OBJECTIVE:

To upscale participants' skills in integration of risk management in daily business operations and decision making across all parts of the institution for business continuity and sustainable business performance.

COURSE OVERVIEW:

- Risk drivers
- Fundamentals of Enterprise Risk Management
- Business Continuity Management

- Risks Measurement, Mapping and Modelling in ERM
- Risk Management and Corporate Governance
- Implementing ERM Programme
- Risk Monitoring
- Scenario-based strategic planning
- Case Studies



TARGET GROUP:

- Risk Analysts
- Internal Auditors
- Compliance Officers
- Finance Officers
- Officials involved in Risk Management

10

PRESENTATION SKILLS

Dates:	25 – 27 September 2019
Duration:	3 days
Venue:	TBA
Investment:	USD850

FACILIATOR: MR. TAFADZWA CHOTO

Mr. Choto possesses strong interpersonal and presentation skills and experience. He has made various presentations throughout his career spanning over 15 years in various managerial roles as well as consultancy. He has made presentations on industry and national policy issues. Mr. Choto is a Trainer of Trainers and has also made training presentations in consultancy. He has also facilitated and presented on team building, strategic planning, sales, presentation skills and organisational culture, customer satisfaction and employee engagement surveys.

Mr. Choto is a holder of a Masters Degree in Business Administration and a Diploma in Management.

COURSE OBJECTIVE:

To develop participants' ability to prepare and deliver powerful, well-structured and captivating presentations that will increase professionalism and effectiveness.

COURSE OVERVIEW:

- Determining Objectives and Key Messages
- Components of a Successful Presentation
- Selection of Appropriate and Effective Visual Aids
- Audience Analysis



- Voice Projection, Intonation, Emphasis and Pacing
- Non-verbal Communication / Body Language
- Structuring and Signposting of Presentation
- Captivating and Engaging the Audience
- Managing Hecklers
- Overcoming Fear of Public Speaking



TARGET GROUP:

- Middle to senior managers
- Consultants
- Trainers and coaches

11

ISLAMIC FINANCE

Dates:	21 – 25 October 2019
Duration:	5 days
Venue:	TBA
Investment:	USD850

FACILIATOR: **MR. JAAFAR S. ABDULKADIR**

Mr. Abdulkadir has over 20 years' progressive banking experience in operations, consumer & corporate banking, relationship management and Islamic banking. He established the Kenya Commercial Bank (KCB) Islamic banking unit and was also part of the team that set up the KCB South Sudan subsidiary. Mr. Abdulkadir is a trainer and a speaker in both local and global forums on banking, finance, leadership and management.

His qualifications include Masters degree in Public Policy and Management, BA degree in Development Studies, Diploma in Micro-finance Diploma in Islamic Banking and Insurance, Certificate in Islamic Finance and a Postgraduate Certificate in Social Entrepreneurship.

COURSE OBJECTIVES:

To introduce middle to senior level managers to the growing influence of Islamic finance and investment and thus open them up to understanding and structuring financial transactions and products within the existing regulatory and legal frameworks.

COURSE OVERVIEW:

- Principles and practices in Islamic finance and banking
- Islamic banking models
- Regulation and supervision in Islamic banking
- Corporate governance
- Risk concepts and management
- Products and services
- Sukuk & Islamic Capital Markets
- Investment funds and project finance

TARGET GROUP:

- Corporate financiers
- Investment, Corporate, Commercial and Private bankers
- Portfolio managers
- Investment advisors
- Consultants and lawyers
- Regulators
- Governmental representatives
- Compliance and Risk professionals
- Fund managers and Asset managers

	COURSE TITLE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT
1.	Cyber Financial Security	28 Jan – 1 Feb									
2.	Macroeconomic Modelling & Forecasting		18 - 22								
3.	Foreign Exchange Risk Management			11 - 15							
4.	Payment Systems				8 - 12						
5.	Combating Money Laundering					7 - 10					
6.	Credit Analysis, Management and Financial Modelling for Banks						3 - 7				
7.	Treasury Operations							1 - 5			
8.	Structured Trade Finance								29 - 2		
9.	Enterprise Risk Management								26 - 30		
10.	Presentation Skills									25 - 27	
11.	Islamic Banking										21 - 25

All courses can be booked for individuals or groups and may be delivered as in-house courses
 MEFMI, 9 Earls Road, Alexandra Park, P. O. Box A1419, Avondale, Harare. Tel +263 4 745988/9/91-94;
Tafadzwa.Choto@mefmi.org; www.mefmi.org

OTHER COURSES AVAILABLE FROM THE MEFMI BUSINESS DEVELOPMENT UNIT:


Portfolio Management	Capital Markets	Problem Banks Resolution
Monetary Policy	Treasury Operations	Enterprise Risk Management
Consumer Protection and Privacy	Block Chain Technology	Excel – Intermediate to Advanced
Gender Smart Policy Management and Programming	Financial Markets Fundamentals, including Islamic Finance	Principals for Financial Market Infrastructure (PFMIs)
Risk Modelling	Ethics	Prudential Regulations
Pension Fund Management	Digital Financial Services	Climate Smart Fiscal Policy
Structured Trade Finance	Bank Regulation and Compliance	Mobile Financial Services
Public Debt Sustainability Analysis	Foundations of Public Debt Management	Financial Inclusion
Sovereign Liabilities Risk Analysis and Debt Strategy Formulation	Gender-Smart Economic Policy Management	Stress Testing and Financial Sector Risk Modelling
Non-Bank Financial Institutions Regulation	Financial Negotiation Techniques and Skills	International Financial Reporting Standard (IFRS) 9,
Development Financing Options	International Taxation	Revenue Forecasting
Anti-Bribery & Corruption	Corporate Governance	Project Analysis and Management




MEFMI

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