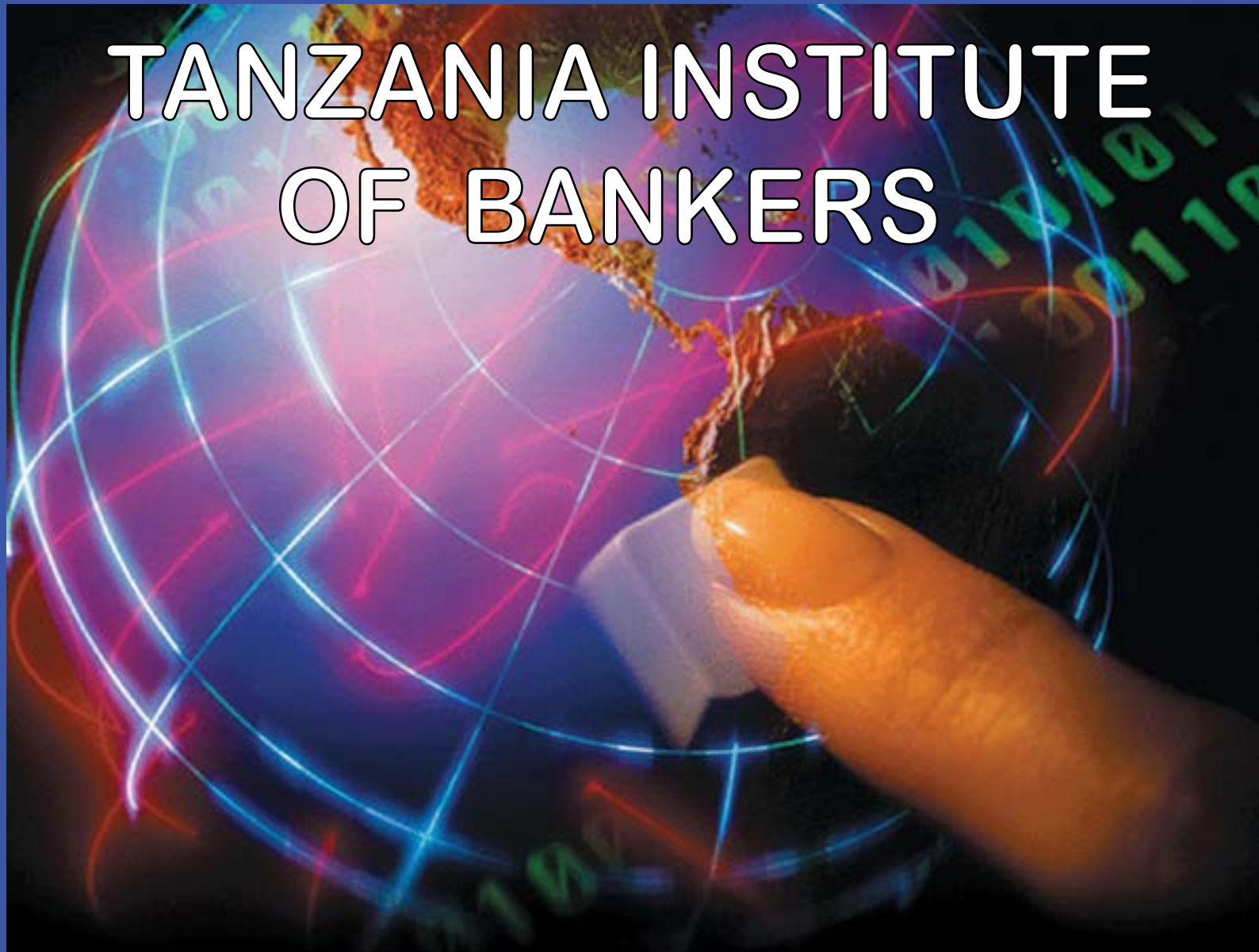




TIOB

TRANSFORMATION OF THE

TANZANIA INSTITUTE OF BANKERS



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Word from the Executive Director



Esteemed Members,

I am presenting to you the Transformation agenda of the Tanzania Institute of Bankers (TIOB) which will be implemented from January 2016.

This Transformation agenda has been necessitated by the changes that have taken place in the banking industry in Tanzania over the past 20 years. These include the rapid advancement in banking technology, different types of risks, increasing number of banks and financial institutions in the country, competition, ever increasing concerns on security and increased customer expectations.

The TIOB Transformation project started by engaging a Consultant, Mr. P.C. McGregor of the McGregor Education Consultancy Limited, UK. The Consultant was required to prepare a transformation strategy which would spell out the roles of the new TIOB.

In order to have clear understanding of the banking industry in Tanzania and the challenges encountered by banks in the country, the Consultant visited Tanzania and made a survey in the country. He held discussions and/or interviews with bankers, TIOB Alumni, students, professional bodies and other interested parties. The findings of the survey, the study made at the Indian Institute of Banking and Finance and experience from other Institutes of Bankers were the basis of the proposal towards the Transformation of the TIOB.

The Transformation proposal was discussed by the Tanzania Bankers Association (TBA) HR Committee and Chief Executives or their Representatives from banks and financial institutions. Their comments and

recommendations were incorporated in the review of the proposal to produce the final document which was presented to the Governing Council for consideration and approval. The Governing Council approved the Transformation of the TIOB in June 2015.

The implementation of the transformation has started and from January 2016 TIOB will fully implement the Transformation agenda as planned (Road map presented at the end of this booklet).

I request for full support from members during the implementation of the TIOB Transformation agenda so that we can together develop professional and competent bankers in the industry.

I would like to convey my sincere gratitude to the Governing Council and its Committees for their guidance on the Transformation agenda.

I would also like to thank all Corporate Members for continued support to the Institute financially or otherwise for the purpose of enhancing the banking profession in the country.

To all other members of the Institute and our students, I am grateful for your annual subscriptions and thank you so much for being with us all the time. Please take note of the new structure of the Professional Banking examinations.

C.J. Nyoni

EXECUTIVE DIRECTOR

TRANSFORMATION OF THE TANZANIA INSTITUTE OF BANKERS (TIOB)

INTRODUCTION

The Tanzania Institute of Bankers (TIOB) was established in 1993 under the Companies Ordinance (Cap 212) of the laws of Tanzania, with the mandate of promoting the banking profession by providing professional banking education and skills development to bank staff in Tanzania. This mandate followed the liberalization of the banking and financial services sector in the country which opened doors to private banks and financial institutions. Eleven (11) banks and financial institutions which were operating in the country in 1993 were the founding members and the first corporate members of the Institute. Currently the Institute has a total of forty (40) corporate members.

Over the last twenty years, many new banks have come to Tanzania and have opened many branches in the country. The range of products and services on offer to bank customers has been increasing. Banks and financial institutions are currently operating in a highly competitive and challenging environment. These institutions are not only competing among themselves but also face competition from non-traditional banking institutions such as telephone companies, supermarkets, retailers, computer companies and others.

Technology has played a significant role in the delivery of financial services. It has been growing and changing at a fast pace. Banks and financial institutions are continuously applying Information and Communication Technology (ICT) in their businesses which is now an integral part of financial services delivery. However, technology has brought with it increased risks to financial services in the form of operational efficiency, systems application and control, frauds and other financial crimes. Therefore, financial services providers need a sound ICT strategy and security safeguards against risks associated with ICT.

Due to the growing level of competition and rapid pace of change, customer attraction, satisfaction and retention are important factors in the business of banking. This calls for focused customer care and quality service. It also calls for marketing techniques necessary to prioritize and intensify selling to win and satisfy customers, compete successfully and generate profitability.

Due to these developments, staff in banks and financial institutions require specialized knowledge and skills in various areas of banking operations, marketing and selling, customer services, risk management, ICT and others. They need to be trained to develop professionalism and competencies as competent and professional personnel are key to business success and survival.

There are also new areas that require training by the Institute, such as Stock Exchange, Financial Markets, Sharia / Islamic Banking, ICT related areas, Investment, Insurance, SME Finance, Mortgage Financing, Financial Inclusion, Financial Literacy, Financial Advisory Services and others.

In view of these developments and challenges the Institute needs to transform and re-brand to a new TIOB which will meet the current and future needs of banks and financial institutions. There is a need to re-think on the roles of the Institute, including certification, continuing professional education / development of the bank staff in the current era of technological advancement.

ENGAGEMENT OF THE CONSULTANT

In order to prepare a plan for Transformation of the Institute, it was resolved to engage a Consultant to prepare a transformation strategy which would spell out the roles of the TIOB. Hence, Mr. P. C. McGregor of the McGregor Education Consultancy Limited was engaged as a Consultant.

The Consultant visited Tanzania and made a survey in the country. He held discussions and / or interviews with bankers, TIOB Alumni; students, other professional bodies and others over a period of two weeks in early March 2013.

Study Visit at the Indian Institute of Banking and Finance (IIBF)

Indian Institute of Banking and Finance (IIBF), formerly the Indian Institute of Bankers (IIB), established in 1928, is a professional body of banks, financial institutions and their employees in India. In 2004, IIB transformed due to pressures of change in the banking and financial services industry as well as technological advancement. The transformation resulted into, among other things, a new name – the Indian Institute of Banking and Finance (IIBF).

A study visit was therefore made at the Indian Institute of Banking and Finance to learn how the transformation was achieved.

Summary of Findings

A summary of findings is based on the Consultant's Report on the Transformation of the TIOB and the Study made at the Indian Institute of Banking and Finance (IIBF).

Internal – Within TIOB

1. TIOB systems are manual leading to low speed of service delivery and limited outreach.
2. Non-recognition of TIOB professional qualification by most stakeholders. Despite the fact that banks and financial institutions are owners of the Institute, yet most of them do not even mention the TIOB professional qualification in their advertisements on employment vacancies.
3. Lack of profile and recognition of the TIOB within and beyond the banking industry in Tanzania. It was observed that TIOB had done little to raise its profile or justify its existence to the banks, other financial institutions, higher learning institutions and the public in general.

4. Little / Missing public / work relations with some of the main stakeholders of the TIOB.
5. TIOB qualification is not internationally recognized. It lacks link with “International Certifiers”. Therefore, it is not preferred by international banks as their staff move everywhere in the world to work. Also, it is not helpful for TIOB graduates who wish to use it for academic advancement outside Tanzania.
6. The TIOB Constitution is outdated. It needs to be revised.
7. The Institute does not offer training on new areas / products offered by banks; such as Islamic Banking, insurance, mortgage financing, investment and ICT related areas.
8. The Institute offers limited study support to students on course delivery, that is mainly workbooks and review (contact) classes.
9. The Institute conducts only descriptive type of examinations which can sometimes be subjective.
10. The TIOB is respected by some banks for its role in examining students and some banks offer support (financial or otherwise) to their staff sitting for TIOB examinations.
11. Short “Continuing Professional Development” (CPD) events for bankers and other professionals which the Institute organizes from time to time are received very well.

External – Outside TIOB

1. As compared to 1993 when the Institute was established, the number of banks and their branches has increased significantly thus increasing the number of customers the Institute is serving.
2. The range of products and services offered by banks has been increasing, thus a need for the Institute to train bankers on the new products and services.
3. Banks and financial institutions are operating in a highly competitive and challenging environment. To compete successfully therefore, they need well trained and competent staff.
4. Technology is now an integral part of financial services delivery. It has been growing and changing at a fast pace. Technology is also associated with risks. As banks continue to apply technology in their businesses, their staff require specialized knowledge and skills in ICT.
5. Banks concern that they do not receive value for the money they contribute to the TIOB.

EXPECTED OUTCOMES FROM THE TRANSFORMATION OF THE TIOB

1. **Mandate of the Tanzania Institute of Bankers**

The mandate of the Institute will focus mainly on **Certification of Professionals in Banking**. The Banking Professionals will have the mandate to provide professional banking and other financial services in the country.

2. To take advantage of technology so as to improve outreach and speed of service delivery. The Institute will invest on Technology to enable online registration of members and students, online testing to cope with increased number of members and students, online library facility, faster internet links and e-learning activities. By so doing, the TIOB will effectively deliver its services to many beneficiaries directly to where they are.

3. **Recognition of TIOB Professional Qualifications**

To involve the Tanzania Bankers Association (TBA) HR Committee, the Bank of Tanzania (BOT) through the Directorate of Banking Supervision and Corporate Members in revision of the TIOB syllabi and give guidelines on Certification of Bankers (who should be Certified and how). This will ensure that the syllabi contents meet the stakeholders' needs and the Certification process will be owned by the stakeholders. This in turn, will help to build recognition of the TIOB qualifications.

4. **International Recognition of the TIOB Professional Qualifications**

The Institute will explore links with similar banking examining bodies – Universities and similar Professional Bodies outside Africa, with a view of benchmarking the TIOB examinations in an international context.

The TIOB therefore, will look into possibilities of linkage with organizations like “The Chartered Banker” (The Chartered Institute of Bankers in Scotland), The Indian Institute of Banking and Finance (IIBF), the Institute of Bankers in Malaysia, The Canadian Institute of Bankers and some Universities outside Africa.

5. **Revision of the TIOB Constitution**

The current Constitution was drawn 20 years ago. Since then, a lot of changes have taken place which are not reflected in the Constitution. Thus, the Constitution has to be revised to allow changes in the operations of the Institute to cater for members' needs.

6. **Introduction of Certification Courses**

The Institute was established in 1993 and by then the need of the industry was to develop professional bankers – focusing on the products that were available by then. Of late, new products have emerged, they are growing and have

become part of banking activities. These include Islamic Banking, Insurance, Investment, Lease Financing, SME Finance, Microfinance, Stock Exchange, ICT related services and others. These are important areas to be understood by bankers and therefore the Institute will train them.

The Institute therefore, will introduce Certification courses which will cover new areas / products offered by banks including the above mentioned areas.

7. Improved Study Support to Students on Course Delivery

In addition to workbooks and review (contact) classes, the Institute will add e-learning, web classes, tutorial classes, newsletters and mock tests to improve study support to students preparing for the Institute's examinations. Most of these will be supported by TIOB's upgraded ICT capacity.

BENEFITS OF PROFESSIONAL BANKING CERTIFICATION

The professional services and programmes extended to the banking sector through the Institute are aimed to achieve the following objectives;

1. Banks and Financial Institutions as Institute's Corporate Members and Employers

- (i) To assist banks/financial institutions/employers recruit competent, qualified and professional people with the right attitudes and skills.
- (ii) To enable employers place people in the right jobs/functions/positions by benchmarking professional qualification, skills and experience with specific job requirements.
- (iii) To assist employers design promotional criteria for various cadres of staff, thereby providing career progression in the organization. By benchmarking promotion criteria on professional qualifications, this provides respective staff with a clear direction on what they are expected to do in order to earn promotion. It encourages commitment and confidence by staff in their work and loyalty to their employer.
- (iv) Professional qualifications and continuous training guarantees tremendous improvement in the quality of staff, which translates directly into better customer care and profitability for the organization.
- (v) Training and professional programmes from the Institute should enable employers to identify the necessary gaps in skills/attitudes/knowledge in their employees and prepare them for further education and training.

2. Employees Serving in the Banking and Financial Sector as well as Prospective Employees

- (i) To acquire knowledge, skills and attitudes necessary to serve competently in the banking and financial services sector.
- (ii) To gain easy access to education and professional qualifications in banking/financial services before or while in employment.
- (iii) Have direct access to personal improvement in skills and knowledge.
- (iv) To be a positive change agent by contributing to the productivity and growth of the organisation (employer).
- (v) To better one's career prospects and promotion.
- (vi) To be well prepared for future vacancies and senior management position within or outside your organization.
- (vii) To learn to be loyal, committed and trustworthy employee and take pride in the job.
- (viii) To learn to manage better and being a better manager.
- (ix) To keep abreast of changes and emerging developments in both the domestic and international banking sectors.
- (x) Have access to Continuing Professional Development Programmes and further networking through domestic, regional and international banking conferences/forums, workshops.

3. Customers of Banks and Other Financial Institutions

- (i) Better and quality products and services.
- (ii) Have access to professional and world class business advisory services.
- (iii) Have absolute confidence in their banks/financial services providers, knowing that those they deal with have the skills, attitudes and competences to protect their savings/investments.

4. The Government, the Country's Economy and the General Public

- (i) A stable, efficient, reliable and well managed financial system for economic growth.
- (ii) A professionally managed banking sector through a well educated, trained and competent workforce, with high professional standards and better professional image.
- (iii) Access to good customer service, better banking standards and increased confidence and regard by the general public in a well managed and professional industry.

THE APPROVED TRANSFORMATION OF THE TIOB

The TIOB Governing Council, at its 47th meeting held on 23rd June 2015, discussed and approved the transformation of the Tanzania Institute of Bankers which is based on the Consultant's report on the Transformation of the TIOB, the study made at the Indian Institute of Banking and Finance (IIBF) and experience from other Institutes of Bankers.

The approved transformation of the TIOB is as follows:

1. THE NAME, VISION, MISSION AND CONSTITUTION OF THE TIOB

1.1 Name of the Institute

The name of the Institute will be maintained as the **Tanzania Institute of Bankers (TIOB)**.

1.2 New Vision and Mission

Vision

The Tanzania Institute of Bankers aspires to become a world class certifying Body awarding professional qualifications in banking to its members, adhering to professional excellence founded on ethics and integrity.

Mission

The mission of the Institute is to promote and develop professionally qualified bankers primarily through a process of professional examinations, continuing professional and skills development programmes to provide competent bankers in the banking industry in Tanzania.

1.3 Core Principles/Values

I. Ethics

Acceptable standards of professional conduct and performance are observed and enforced at TIOB, thus dealing honestly and fairly with each other and with customers; sensitive and responsive to members needs.

II. Integrity

Honest, faithful and trustworthy; professional, credible and dependable, diligent in duty and responsibility; committed to TIOB, its vision, mission and goals.

III. Teamwork

Promoting the culture of interdependence to create synergy in operations, commonality of purpose and unity of direction.

IV. Excellence

Prompt service to all and at all times; striving for unique and exemplary attainment in service delivery; effective and efficient performance; professional and diligent to duty; result and business – oriented in attitude, communication, appearance and action.

1.4 Revision of the Constitution of the Tanzania Institute of Bankers (TIOB)

The current Constitution of the Institute is out-dated and therefore needs to be revised.

The current Constitution was drawn in June 1993 (20 years ago). Since then, many things have changed so the Constitution has to be revised to ensure that it fulfils the current needs. Changes that have taken place include increase in the number of TIOB Corporate members and other members, operations of Banks and Financial Institutions, expectations of members from the Institute, technological advancement and its impact on financial services delivery, competition between banks, increase in risks associated with modern banking practices; etc. Due to these changes, the Institute Constitution has to be re-visited, the roles of the Institute be re-defined to allow changes in the Institute's operations to cater for members needs and to protect the Institute from operating beyond its powers.

2. STRUCTURE OF THE ACTIVITIES / OPERATIONS OF THE INSTITUTE

Banking, like other professions has its norms and skills, however, despite its sensitivity, most people employed in the banking industry have no background in banking. Very few employees of banks have a banking professional qualification. Nevertheless, from their day to day experience in the sector they have been able to operate and manage these Institutions. It is evident that with professional conduct, proper knowledge and skills, performance of staff will greatly improve.

Therefore, the activities of the Institute will be divided into two main categories, as follows:

Main Activity

- Certification.

Other Activities

- Development and Maintenance (Building and Promoting) of Skills.
- Continuing Professional Development (CPD).
- Research, Consultancy and Publication.

2.1 Certification

The Institute will focus mainly on Certification of Professionals in Banking through professional examinations and specialized courses. The TIOB Banking Certification has two Qualifications:

- (i) Banking Certificate, and
- (ii) Certified Professional Banker.

Other qualifying Certificates will be issued to bankers who will specialize in core banking areas.

2.1.1 Professional Banking Examinations

Changes on Setup of Professional Examinations

TIOB Professional examinations will be maintained at the current two programmes; i.e. Banking Certificate (BC) and Certified Professional Banking (CPB). However, each programme will be divided into two levels, as follows:

A: Banking Certificate (BC) Programme

The Banking Certificate programme will be divided into two levels; BC I and BC II. A candidate will be allowed to sit for BC II examinations after passing all BC I subjects.

The Banking Certificate subjects will remain seven; with changes in some of the subject names to reflect practical application of the subjects in respect of provision of banking and other financial services.

Thus; the subjects are grouped and named as follows:

i. Banking Certificate Level I (BC I)

Current Subject Name	New Name
1. Principles of Banking.	1. Principles and Practices of Banking.
2. Principles of Marketing and Business Ethics.	2. Marketing, Customer Services and Business Ethics.
3. Principles of Management.	3. Principles of Management.
4. Information Technology.	4. Applications of IT in Banking

ii. Banking Certificate Level II (BC II)

Current Subject Name	New Name
5. Accounting.	5. Accounting and Finance for Bankers.
6. Principles of Economics.	6. Economics and the Banks' Role in the Economy.
7. Principles of Law.	7. Legal and Regulatory Aspects of Banking

Entry Requirements for the Banking Certificate (BC) Programme

The entry requirements for the Banking Certificate Programme are as follows:

- (a) Must either be a bank employee with Certificate of Secondary Education (CSE) or Advanced Certificate of Secondary Education (ACSE).
- OR**
- (b) Must be a holder of CSE with at least a pass in English and Mathematics.
- OR**
- (c) Must be a holder of ACSE with at least one principal level pass and must have passed English language or Mathematics at CSE level.
- OR**
- (d) Holder of Certificate from the National Board of Accountants and Auditors (NBAA) or Certificate from Procurement and Supplies Professionals and Technicians Board (PSPTB).

Award

On successful completion of the Banking Certificate programme; that is, after passing all BC I and BC II subjects examinations, a candidate will be awarded a **Banking Certificate** qualification.

B: Certified Professional Banking (CPB) Programme

The Certified Professional Banking (CPB) programme will have the current eight subjects divided into two levels; CPB Level I and II. There is no change of the subject names because they all reflect practical aspects of the subjects in the provision of Banking and other financial services.

Thus; the subjects are grouped and named as follows:

i. **Certified Professional Banking Level I (CPB I)**

Subject Name

1. Law Relating to Banking Services
2. Management Practice
3. Strategic Marketing Management
4. International Trade Finance

ii. **Certified Professional Banking Level II (CPB II)**

Subject Name

5. The Monetary and Financial System
6. Financial Services
7. Lending
8. Financial Analysis

The examinations will contain both descriptive and objective questions to make sure that the whole syllabus is covered in any particular paper set.

Entry Requirements for the Certified Professional Banking (CPB) Programme

Entry requirements for the CPB programme are as follows:

- (a) Either TIOB/CIB Banking Certificate or Banking Certificate from any other recognized Institute of Bankers.

OR

- (b) Holders of 1st Degree or Advanced Diploma in Banking, Accounting, or Economics. Other Degree/Advanced Diploma holders are advised to pass BC II first before they proceed to CPB.

OR

- (c) CPA (T) - NBAA

OR

- (d) CPSP - PSPTB

Award

On successful completion of the Certified Professional Banking Programme; that is, after passing CPBI and CPBII subjects examinations, a candidate will be awarded a **Certified Professional Banker** qualification.

Exemptions

Exemptions will be offered according to the Institute's "Exemption Policy" as stated in the TIOB Examination Handbook/Syllabi.

2.1.2 Other Certification Programmes

A. Specialist Programme

This will be a specialization in a particular area of banking or finance expertise open to Certified Professional Banker holders only (Post Graduate). Areas of expertise proposed will include the current three subjects of Specialist Programme.

- Advanced Credit Operations.
- Advanced Treasury Management.
- Advanced International Trade Finance.

A student registered to this programme will be awarded a **Specialist Certificate** after passing a qualifying examination.

B. Other Certificate Programmes

The Institute will offer other Certificate Programmes which will be open to graduates in banks who may want to obtain Certification in a particular area of study. A student registered to a particular course will be awarded a qualifying '**Certificate**' after passing a qualifying examination in that particular area of study.

Examples of Other Certificate Programmes are:

- Treasury Management.
- Trade Finance.
- Risk Management in Banking.
- Bank Information Systems.
- IT Security and Controls.
- Prevention of Cyber Crimes and Fraud Management.
- Microfinance.
- Anti-Money Laundering / Know Your Customer (AML / KYC).
- Islamic Banking.
- SME Finance.
- Investment Banking.
- Asset and Liability Management.

- Regulations and Compliance.
- Financial Inclusion.
- Corporate Banking.
- Financial Advisory Services.
- EAC Economy and Integration.
- Corporate Governance & Ethics and Professionalism in Banking.

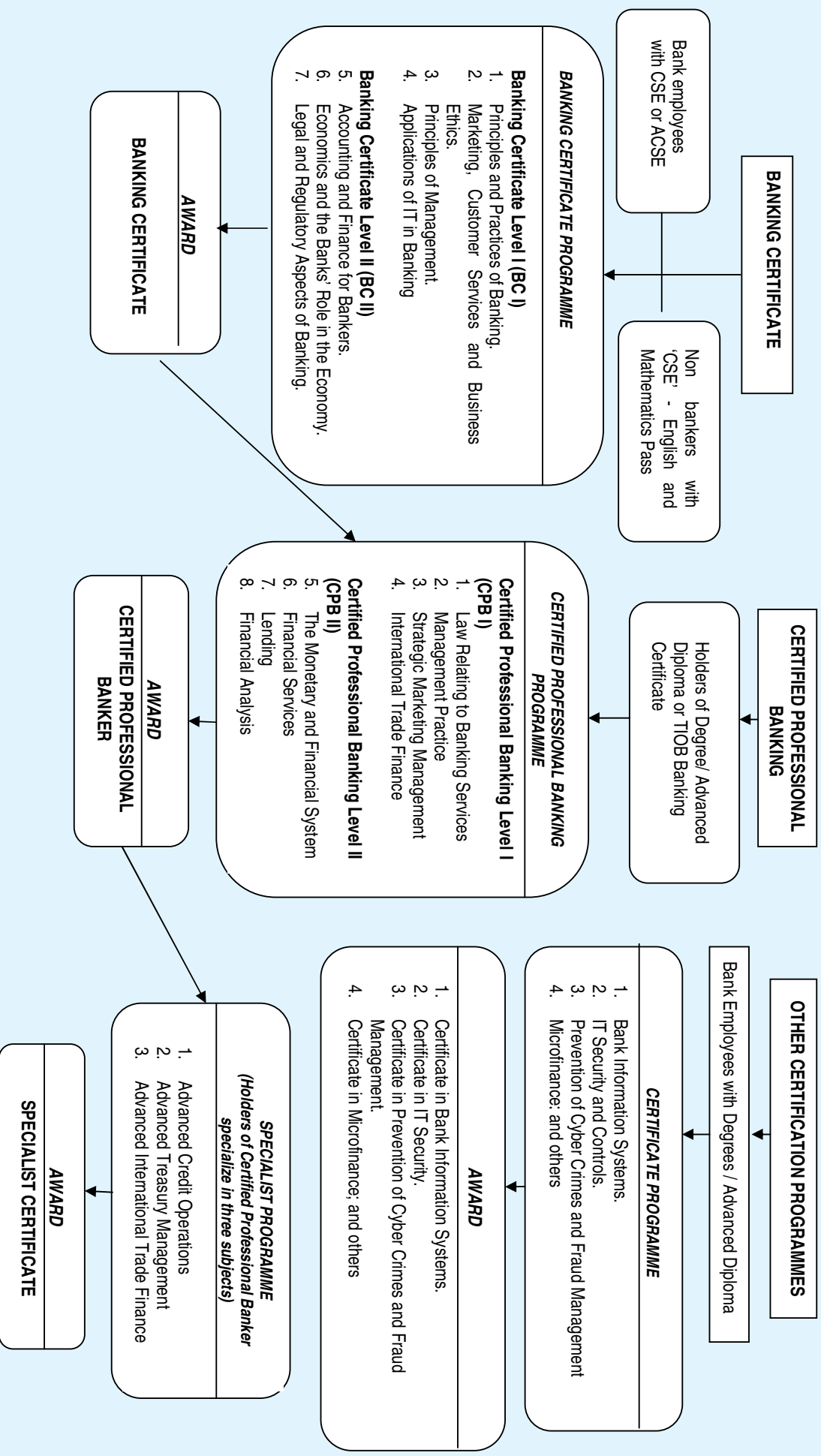
2.1.3 Training/Review Centres

Training or review classes for candidates preparing for the TIOB Professional Banking examinations are conducted by selected centres, which include Universities and other higher learning institutions. However, TIOB has developed e-learning management system as an alternative study option. The system will be operational from January 2016. The Institute shall examine and certify bankers.

The following figure shows TIOB Certification Programmes.

CERTIFICATION PROGRAMMES

Routes to Banking Certificate, Certified Professional Banking and Other Certification Programmes



2.2 Development and Maintenance of Skills

It is the Institute's responsibility to ensure that bankers and other financial services providers possess the required competencies to perform their duties effectively and efficiently. The required competencies are in terms of knowledge, skills, attitude and professionalism.

For development and maintenance of knowledge and skills, TIOB will continue with the implementation of the "Continuing Banking Education Programme" and to conduct in-house and international training programmes.

2.2.1 Continuing Banking Education Programme

The Continuing Banking Education Programme is a programme designed to provide operational knowledge and skills to bank staff. It contains short term courses which are conducted throughout the year and are designed to meet the needs of all banks or customized to meet the needs of individual banks and financial institutions. These courses are currently being offered by the Institute.

TIOB trainers of these courses are experienced bankers. The Institute organizes "Training of Trainers" (TOT) from time to time to train these trainers so as to maintain quality and help them keep abreast of new developments.

These courses will be open to members and non-members at different levels including Front Office, Back Office and other Financial Services.

Examples are:

- (i) **Front Office**
 - Banking Operations.
 - Telling Duties.
 - Customer Service.
 - Sales.
 - Islamic Banking (Sharia Banking).
 - Trade Finance.
 - Ethics and Code of Conduct for Bankers.
 - Regulations and Prudential Guidelines.
 - Credit Cards for Bankers.

(ii) Back Office

- Treasury Management.
- Investment and Risk Management.
- SME Finance for Bankers.
- Debt Recovery Agency.
- Risk Management.
- Innovation and Product Development.
- Relationship Management.
- Microfinance.
- Supervisory Skills.
- Leadership and Team Building.
- Human Resource Management in Banks.
- Marketing of Financial Services.
- Managing Change.
- Report Writing Skills.
- Ethics and Code of Conduct for Bankers.

(iii) Other Financial Services

- Mortgage Financing.
- Investment.
- Insurance.
- Capital Markets.
- Leasing.
- Islamic Banking.
- Wealth Management.
- Financial Advising.

2.2.2 Management Development Course

The Institute will conduct Management Development Course for banks and financial institutions staff who are being prepared to take managerial positions to equip them with managerial skills as eligible/future leaders / Managers in banks and other financial institutions.

2.2.3 In-house Training Courses for Individual Banks

In-house training courses are short term courses designed to meet specific needs of individual banks and financial institutions. Courses offered under the Continuing Banking Education Programme may also be customized to meet the needs of individual banks and be conducted as in-house training courses.

The Institute will continue to offer these courses.

2.2.4 International Training Courses

From time to time, the Institute will organize international training courses in collaboration with trainers from outside the country. This may be done by the Institute alone or in cooperation with sister Institutes in East Africa.

Apart from imparting knowledge and skills, such courses may help to provide international practice / exposure to Tanzanian bankers and financial services providers.

Note: For all courses proposed under Items 2.1.2, 2.2.1, 2.2.2, 2.2.3 and 2.2.4, the Institute will conduct Training Needs Assessment (TNA) in banks and financial institutions to determine their training needs. Therefore, the implementation of these courses will be based on demand.

2.3 Continuing Professional Development (CPD)

According to the Consultant's report on the transformation of the TIOB, bankers, TIOB ordinary / student members and TIOB Alumni expressed interest in short, regular CPD events in business, finance, law, government regulations and other areas which would help bankers keep abreast of developments in a rapidly changing environment. Currently, the Institute is offering CPD events for CPB holders only on voluntary basis.

2.3.1 Short Continuing Professional Development Programmes

The Institute will continue to offer CPD programmes but **they will be mandatory to CPB holders** in the sense that a CPB holder will be restricted to attend certain CPD hours per year to ensure they are updated on topical issues in the profession.

CPD programmes will also be open to other members of TIOB and other professional bodies, such as the National Board of Accountants and Auditors (NBAA), the Procurement and Supplies Professionals and Technicians Board (PSPTB), Tanzania Law Society and other relevant bodies. Speakers from the government, the banks, Bank of Tanzania (BOT), law firms, accountancy bodies and others will be invited to speak (deliver lectures) for a short time, say 40 minutes to 1 hour or half a day on a topic of current importance in banking or other subjects of interest or practical use to bankers or in business generally. After lectures, the Question and Answer session will normally follow.

2.3.2 Schools and Conferences

The Institute will continue to encourage bankers and other financial services providers to attend relevant schools and conferences organized from time to time at national, regional and international levels – as part of CPD. Examples are the East African Banking School, Alliance of African Institutes of Bankers (AAIOB) Conference, and World Conference of Banking Institutes. These events will promote and provide opportunities for members to acquire knowledge of the theory and practice of banking and will facilitate the discussion of matters of interest to bankers and persons associated with banks and financial institutions.

2.4 Publication

To arrange for production and publication of books, journals and newsletters are among the objectives of the Institute.

Since 2002 the Institute has been writing and publishing workbooks intended as study materials for candidates preparing for professional examinations. To date, the Institute has published a total of 19 workbooks which are now being reviewed to produce 2nd Editions. The TIOB workbooks are used by other Institutes of Bankers in East and Southern part of Africa. The workbooks are also recommended to students by some Universities and other Higher Learning Institutions in Tanzania and outside the country. The Institute will continue with publication of the workbooks.

The TIOB will also introduce:

- (i) Publication of journals, newsletters and other relevant papers on the areas of banking and financial services in order to distribute them to the members and other interested parties.
- (ii) Publication of booklets for various groups of the public to help improve financial literacy and inclusion.

These publications, apart from providing knowledge in banking, finance and other related areas, they may also help to raise the Institute's profile.

3. UPGRADING TIOB PROFILE / BUILDING IMAGE OF TIOB

From the Consultants' report, it is clear that the profile and image of TIOB need substantial upgrading. Therefore, the Institute will outsource marketing function to a Marketing Professional Firm to assist in raising the TIOB profile.

Other profile raising activities that the Institute will work upon are:

- (i) Advertisements and press coverage of various TIOB activities.
- (ii) The Institute to start accepting payments by credit/debit cards, M-Pesa, etc.
- (iii) Sponsorship of events in relevant areas.
- (iv) Publication of booklets, in English and Kiswahili aimed at helping improve financial literacy and inclusion.
- (v) Participation in conferences, professional and education exhibitions relevant to the financial services market.
- (vi) Regular visits to TIOB main stakeholders – banks and financial institutions to meet CEOs, HR Managers / Officers, Training Managers / Officers and other staff.
- (vii) To formulate a group of about 5 to 6 talented young bankers working in Marketing and Public Relations (PR) for banks to advise the Institute from time to time on the profile-raising activities.
- (viii) Publication of Newsletters and Journals, three or four times a year. These will be issued to TIOB members (banks, students, alumni etc.) and other interested groups.
- (ix) TIOB to consider having presence on social media such as Facebook, Twitter, etc.

4. UPGRADING INSTITUTE'S INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) CAPACITY

To enable much of the Institute's activities to be done, the Institute will have to upgrade its Information and Communication Technology (ICT).

TIOB will need to invest on Information and Communication Technology (ICT) to cope with anticipated demand. The way forward demands to conduct training programmes on-line to reduce classroom training as much as possible. The Institute will need ICT capacity to enable online registration of members and students examination entries and online testing to enable the

Institute cope with increased number of members and a wider range of activities. By so doing, the Institute will effectively deliver its services to many beneficiaries directly to wherever they are located.

Upgrading of ICT capacity will also avail online library facility. The Institute's library will be modernized by providing online library catalogue, faster internet links and printing facilities which are currently lacking.

Upgraded ICT with faster internet which is available all the time will also improve learning through e-learning mode which shall cover all areas of training and examinations. Through e-learning, members will be able to learn anywhere and anytime.

5. LONG TERM ACTIVITIES / PLANS

5.1 New Own Premises for the TIOB

There is a strong need for **new own premises for the TIOB**.

The Institute will need its own office space in the centre of Dar es Salaam to facilitate implementation of the Institute's expansion strategy which will in the long run reduce Institute's cost on rental charges. The new premises will have enough office space for increased number of staff, more training rooms, breakaway rooms, library, seminar hall and extra space for use as a source of revenue for the Institute.

5.2 Public Education in "Financial Competence"

In future, the Institute may consider to **provide public education in "Financial Competence"** so that people are aware of the significance and implications of various financial products offered.

With the current developments in the financial services industry in Tanzania, more (new) financial products have emerged, and it is important from the consumer protection point of view that the public may need help in discriminating between various new financial products offered. Therefore, the public need education in Financial Competence in products such as credit cards, mortgages, savings, investment, various types of insurance, money transmission products, leasing and others.

The Institute will offer leaflets, guidebooks and courses to groups of people such as school / college students, school / college leavers, school teachers, military personnel and others to update them with modern financial products.

SUPPORT FROM MAIN STAKEHOLDERS

The Institute like any other professional body in the country is not yet in a position to sustain itself. Therefore, it requires commitment and support of the main players in the industry. The approved restructuring of the TIOB and redesigning of its services will only be implemented with the support of the Bank of Tanzania, the Tanzania Bankers Association and all Banks and Financial Institutions in Tanzania.

1. The Role of the Bank of Tanzania

The Bank of Tanzania has been the main financial supporter of the Institute since its inception. However, in addition, BOT as a regulatory authority will undertake the following in order to provide more support to the Institute:

- (i) To oversee training and professional development of banks' staff through TIOB.
- (ii) To introduce a regulation or otherwise; through the Directorate of Banking Supervision requiring all banks staff to acquire a minimum banking education and bank staff in key posts of banking operations to acquire a professional qualification in banking.
- (iii) To enforce collective responsibility of all banks and financial institutions in supporting the Institute financially and otherwise; as a mandatory obligation in facilitating banking education and certification of financial services providers in the country. Thus; issuing a regulation or otherwise, will make it mandatory for all banks and financial institutions to become corporate members of the Institute, implying an obligation to contribute towards the certification and professional development of bankers since all obtain their staff members from the same basket.

2. The Role of the Tanzania Bankers Association

The Tanzania Bankers Association comprise of the stakeholders of the Institute who are owners of the Institute. Therefore, the Institute's operations should meet the training needs of its stakeholders. And; in so doing, the Institute needs to be directed by the stakeholders to ensure it operates for the benefit of the industry. Therefore, the Institute cannot exist without the support of these stakeholders.

The Tanzania Bankers Association will undertake the following roles as its support to the Institute:

- (i) To work closely with TIOB in planning to ensure delivery of appropriate training programmes for bankers.
- (ii) To formulate a Committee to oversee Certification of bankers. This committee, among other things, will collaborate with the Institute in

reviewing the syllabi and training courses for bankers to ensure that the Institute's activities focus on members needs/preferences.

3. The Role of Corporate Members – Banks and Financial Institutions

The Corporate members will undertake the following roles as their support to the Institute:

- (i) To participate in review of TIOB syllabi for Professional Banking examinations.
- (ii) To identify their training needs so as to enable the Institute prepare / plan training courses in alignment to stakeholders' needs and expectations.
- (iii) To offer financial support to their staff (bankers) who attempt TIOB examinations by giving them loans or paying for their examinations and membership fees.
- (iv) To encourage their staff to sit for professional banking examinations and give them time to prepare for examinations.
- (v) To reward their staff who graduate with Professional Qualification in Banking from the TIOB to recognize their career development.
- (vi) To include the TIOB Banking Qualification in their "Advertisements on Employment Vacancies" for related jobs as one of the requirements so as to encourage staff to join TIOB membership and sit for professional examinations.
- (vii) To contribute towards the running costs of the TIOB based on the decisions of the Governing Council.

THE TANZANIA INSTITUTE OF BANKERS

ROAD MAP FOR TRANSFORMATION OF THE TANZANIA INSTITUTE OF BANKERS (TIOB): 2015 - 2021

S/No.	TARGETS	ACTIVITIES	TIME FRAME	RESPONSIBLE	
1.	TIOB Constitution	<ul style="list-style-type: none"> Review of the Constitution 	Nov 2015 – Jan 2016	Registrar	
		<ul style="list-style-type: none"> Present revised Constitution to the Governing Council 	March 2016		
		<ul style="list-style-type: none"> Operationalize the new TIOB Constitution 	April 2016		
2.	Certification	<ul style="list-style-type: none"> Communicate the new structure of the two certification programmes into levels, i.e. BC Level I & II and CPB Level I & II. 	Jan – June 2016	Management	
		<ul style="list-style-type: none"> Coordinate and conduct the 37th Professional Banking Examinations in May 2016 under the current structure 	May 2016		Director of Training
		<ul style="list-style-type: none"> Coordinate and conduct the 38th Professional Banking Examinations in November 2016 under the new structure 	November 2016		Director of Training
		For other Certification courses:			
		<ul style="list-style-type: none"> Conduct a TNA in banks with regard to these courses 	Jan – April 2016		Director of Training
		<ul style="list-style-type: none"> Identify prioritized courses 	May 2016 – April 2017		
	<ul style="list-style-type: none"> Prepare training materials and upload to the e-Learning Management System. 				
	<ul style="list-style-type: none"> Coordinate and conduct qualifying examinations under new structure 		Nov. 2017		

S/No.	TARGETS	ACTIVITIES	TIME FRAME	RESPONSIBLE
3.	Management Development	<ul style="list-style-type: none"> Discuss with individual banks on their Management Development training needs. Prepare training materials. Offer Management Development Courses 	<p>Jan – April 2016</p> <p>July 2016</p>	Director of Training
4.	Upgrading the Institute's profile	<ul style="list-style-type: none"> Advertisements and press coverage of the Institute's activities. Expand involvement of stakeholders in Institute's activities. Sponsorship of events in relevant areas. Regular visits to main stakeholders- Banks and Financial Institutions. Conferences/Schools participation. Introduction of TIOB Forum in mass media (TV & Radio). Publication of Newsletters. 	<p>From July 2015 onwards</p> <p>Quarterly, beginning Jan 2016</p> <p>January 2016</p>	Management
5.	Publication of Bank Journal	<ul style="list-style-type: none"> Outsource marketing agency to market the Institute's activities. Communication with stakeholders for awareness. Forming Editorial board. Solicit for articles. Prepare budget. <p>First publication.</p>	<p>Jan – June 2016</p> <p>September 2016</p>	Registrar Director of Finance

S/No.	TARGETS	ACTIVITIES	TIME FRAME	RESPONSIBLE
6.	To construct the Institute's own office building	• Mobilize funds for construction	2016	Management
		• Procure contractor.	2017	
		• Implement the construction plan.	2018 – 2020	
		• Procurement of furniture and equipment.	2021	
7.	Public Education in Financial Competence	• Publication of Books on Financial awareness in English and Kiswahili.	Beginning July 2016	Director of Training Registrar
8.	Implement E-Learning environment at the Institute	• Train TIOB staff and workbooks authors on E-Learning environment	August 2015	Director of Training
		• Launch of E-Learning mode of study.	September 2015	Management
		• Introduction of E-Learning Management system to users.	Nov./Dec. 2015	Director of Training
		• Train TIOB Centre Coordinators and HR Personnel of Banks and Financial Institutions	January 2016	Director of Training

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