



**IBSF**  
International Business School of Finance

GLOBAL EXPERTISE  
PRACTICAL INSIGHTS  
LASTING IMPACT

# 2027 TRAINING SCHEDULE

JANUARY – DECEMBER 2027

EXECUTIVE EDUCATION | BANKING | FINANCE | PUBLIC SECTOR

Building  
Leadership,  
Stronger Institutions  
and Sustainable  
Economies

## PROGRAMME CATEGORIES

|   |                                                                                     |                                                     |               |
|---|-------------------------------------------------------------------------------------|-----------------------------------------------------|---------------|
| 1 |  | Central Banking, Treasury & Public Finance          | 11 programmes |
| 2 |  | Banking Programmes                                  | 6 programmes  |
| 3 |  | Executive & C-Suite Programmes                      | 7 programmes  |
| 4 |  | FinTech, AI & Digital Innovation Programmes         | 3 programmes  |
| 5 |  | Insurance & Bancassurance Programmes                | 5 programmes  |
| 6 |  | Revenue & Taxation Programmes                       | 6 programmes  |
| 7 |  | Social Security & Pension Administration Programmes | 8 programmes  |

46 COURSE  
ENTRIES  
ACROSS  
7 PROGRAMME  
CATEGORIES



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## JANUARY – DECEMBER 2027 | EXECUTIVE & PROFESSIONAL DEVELOPMENT

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A year-round programme portfolio for leaders and professionals across banking, finance, public institutions, insurance, taxation, digital innovation and social security. The index below summarises 46 course entries across seven programme categories.

|                              |                                  |                                 |                               |
|------------------------------|----------------------------------|---------------------------------|-------------------------------|
| <b>46</b><br>COURSE ENTRIES  | <b>7</b><br>PROGRAMME CATEGORIES | <b>JAN-DEC</b><br>2027 SCHEDULE | <b>IBSF</b><br>GLOBAL FINANCE |
| <b>11</b><br>CENTRAL BANKING | <b>6</b><br>BANKING              | <b>7</b><br>EXECUTIVE & C-SUITE | <b>3</b><br>FINTECH & AI      |

### PROGRAMME CATEGORY INDEX

| NO. | PROGRAMME CATEGORY                                  | COURSES | SCHEDULE PAGES |
|-----|-----------------------------------------------------|---------|----------------|
| 01  | Central Banking, Treasury & Public Finance          | 11      | Pages 1–4      |
| 02  | Banking Programmes                                  | 6       | Pages 5–6      |
| 03  | Executive & C-Suite Programmes                      | 7       | Pages 7–8      |
| 04  | FinTech, AI & Digital Innovation Programmes         | 3       | Pages 9–10     |
| 05  | Insurance & Bancassurance Programmes                | 5       | Pages 11–12    |
| 06  | Revenue & Taxation Programmes                       | 6       | Pages 13–14    |
| 07  | Social Security & Pension Administration Programmes | 8       | Pages 15–16    |

### HOW TO USE THIS INDEX

Use the category headings and page references to navigate the full schedule. Course titles and category totals follow the supplied IBSF table of contents.

## 1. Central Banking, Treasury and Public Finance

| No. | Course title                                                                      |
|-----|-----------------------------------------------------------------------------------|
| 1   | Central Bank Digital Currency (CBDC), Digital Money & Financial System Regulation |
| 2   | Central Banking Strategies, Crisis Management, and Leadership in Economic Crisis  |
| 3   | Global Central Banking, Monetary Policy & Financial Stability                     |
| 4   | International Treasury, Sovereign Debt & Fiscal Risk Management                   |
| 5   | Advanced Banking Supervision, Regulation & Risk-Based Oversight                   |
| 6   | Global Financial Markets, Investment & Portfolio Strategy                         |
| 7   | Climate Risk, ESG & Sustainable Finance Regulation                                |
| 8   | AI, FinTech & the Future of Central Banking and Financial Services                |
| 9   | Digital Payments, Cross-Border Finance & Next-Generation Payment Systems          |
| 10  | Foreign Exchange and Reserve Portfolio Management                                 |
| 11  | Financial Crisis Management, Systemic Risk & Central Bank Resilience              |

Category subtotal: 11 course entries.

## 2. Banking Programmes

| No. | Course title                                                                                                       |
|-----|--------------------------------------------------------------------------------------------------------------------|
| 1   | Advanced Credit Risk Management & Credit Analytics                                                                 |
| 2   | Banking Customer Service, Corporate Relationship & Portfolio Management                                            |
| 3   | Banking Cybersecurity & Digital Fraud Management                                                                   |
| 4   | Banking Operations, Branch Transformation & Operational Excellence                                                 |
| 5   | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks |
| 6   | FinTech Innovation & the Future of Banking                                                                         |

Category subtotal: 6 course entries.

## 3. Executive & C-Suite Programmes

| No. | Course title                                                                   |
|-----|--------------------------------------------------------------------------------|
| 1   | Advanced Financial Statement Analysis for Executives                           |
| 2   | Advanced Strategic Financial Oversight and Audit for Board Members             |
| 3   | Corporate Governance & Risk Management for State & Public Sector Organisations |
| 4   | Cybersecurity Governance and Risk Oversight for Central Banks                  |
| 5   | ESG, Corporate Sustainability & Green Economic Transformation                  |
| 6   | Public Sector Performance Management, M&E & Results-Based Management           |
| 7   | Strategic Leadership: Building & Sustaining Competitive Advantage              |

Category subtotal: 7 course entries.

## 4. FinTech, AI & Digital Innovation Programmes

| No. | Course title                                                                                        |
|-----|-----------------------------------------------------------------------------------------------------|
| 1   | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 |
| 2   | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 |
| 3   | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management |

Category subtotal: 3 course entries.

## 5. Insurance & Bancassurance Programmes

| No. | Course title                                                            |
|-----|-------------------------------------------------------------------------|
| 1   | Enterprise Insurance Risk, Solvency, Capital & ORSA Management          |
| 2   | IFRS 17, Insurance Financial Reporting & Performance Management         |
| 3   | Insurance Underwriting, Risk Selection & Portfolio Optimisation         |
| 4   | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation |
| 5   | Understanding Financial Statements for Insurance Professionals          |

Category subtotal: 5 course entries.

## 6. Revenue & Taxation Programmes

| No. | Course title                                                                 |
|-----|------------------------------------------------------------------------------|
| 1   | Advanced Revenue Collection and Tax Administration                           |
| 2   | Advanced Tax Audit, Compliance Risk & Revenue Enforcement                    |
| 3   | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations |
| 4   | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement       |
| 5   | Tax Arrears Management, Advanced Debt Recovery & Revenue Collection          |
| 6   | Tax Fraud, Evasion & Financial Intelligence Investigations                   |

Category subtotal: 6 course entries.

## 7. Social Security & Pension Administration Programmes

| No. | Course title                                                                       |
|-----|------------------------------------------------------------------------------------|
| 1   | Actuarial Valuation of Social Security & Pension Schemes                           |
| 2   | Audit Committee Effectiveness for Pension Funds                                    |
| 3   | Digital Pension Administration & E-Pension Systems                                 |
| 4   | Pension Claims Processing & Benefits Administration                                |
| 5   | Pension Fund Enterprise and Risk Management                                        |
| 6   | Performance Measurement & Benchmarking of Pension Portfolios                       |
| 7   | Social Security Administration, Governance, Fraud Control & Digital Transformation |
| 8   | Social Security Policy Development & Strategic Planning                            |

**Category subtotal: 8 course entries.**

# Central Banking, Treasury and Public Finance Programs

## 2027 Annual Training Schedule

International Business School of Finance | [www.international-bsf.org](http://www.international-bsf.org)

### Programme register and website access

| No. | Programme title                                                                   | 2027 Schedule | Website link                                                                                                                                                                                                                              |
|-----|-----------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Central Bank Digital Currency (CBDC), Digital Money & Financial System Regulation | Feb, Jun, Oct | <a href="https://international-bsf.org/central-bank-digital-currency/">https://international-bsf.org/central-bank-digital-currency/</a>                                                                                                   |
| 2   | Central Banking Strategies, Crisis Management, and Leadership in Economic Crisis  | Feb, Jun, Oct | <a href="https://international-bsf.org/central-banking-strategies-crisis-management-and-leadership-in-economic-crisis/">https://international-bsf.org/central-banking-strategies-crisis-management-and-leadership-in-economic-crisis/</a> |
| 3   | Global Central Banking, Monetary Policy & Financial Stability                     | Feb, Jun, Oct | <a href="https://international-bsf.org/international-treasury-sovereign-debt-fiscal-risk-management/">https://international-bsf.org/international-treasury-sovereign-debt-fiscal-risk-management/</a>                                     |
| 4   | International Treasury, Sovereign Debt & Fiscal Risk Management                   | Feb, Jun, Oct | <a href="https://international-bsf.org/international-treasury-sovereign-debt-fiscal-risk-management/">https://international-bsf.org/international-treasury-sovereign-debt-fiscal-risk-management/</a>                                     |
| 5   | Advanced Banking Supervision, Regulation & Risk-Based Oversight                   | Feb, Jun, Oct | <a href="http://international-bsf.org/advanced-banking-supervision-regulation-risk-based-oversight/">http://international-bsf.org/advanced-banking-supervision-regulation-risk-based-oversight/</a>                                       |
| 6   | Global Financial Markets, Investment & Portfolio Strategy                         | Feb, Jun, Oct | <a href="https://international-bsf.org/global-finance-markets-investment-and-portfolio-strategy/">https://international-bsf.org/global-finance-markets-investment-and-portfolio-strategy/</a>                                             |
| 7   | Climate Risk, ESG & Sustainable Finance Regulation                                | Feb, Jun, Oct | <a href="https://international-bsf.org/climate-risk-esg-and-sustainable-finance-regulation/">https://international-bsf.org/climate-risk-esg-and-sustainable-finance-regulation/</a>                                                       |
| 8   | AI, FinTech & the Future of Central Banking and Financial Services                | Feb, Jun, Oct | <a href="https://international-bsf.org/ai-fintech-central-bank-financial-services/">https://international-bsf.org/ai-fintech-central-bank-financial-services/</a>                                                                         |
| 9   | Digital Payments, Cross-Border Finance & Next-Generation Payment Systems          | Feb, Jun, Oct | <a href="https://international-bsf.org/digital-payments-cross-border-finance/">https://international-bsf.org/digital-payments-cross-border-finance/</a>                                                                                   |
| 10  | Foreign Exchange and Reserve Portfolio Management                                 | Feb, Jun, Oct | <a href="http://international-bsf.org/forex-reserve-portfolio-mgt/">http://international-bsf.org/forex-reserve-portfolio-mgt/</a>                                                                                                         |
| 11  | Financial Crisis Management, Systemic Risk & Central Bank Resilience              | Feb, Jun, Oct |                                                                                                                                                                                                                                           |

## FEBRUARY 2027 INTAKE

All programmes: 5 training days | 08:30–16:00 | two parallel tracks per week.

### Week 1: 01 Feb – 05 Feb 2027

| Track   | Programme and website access                                                      | Training days                       |
|---------|-----------------------------------------------------------------------------------|-------------------------------------|
| Track A | Central Bank Digital Currency (CBDC), Digital Money & Financial System Regulation | Monday–Friday<br>01 Feb–05 Feb 2027 |
| Track B | Central Banking Strategies, Crisis Management, and Leadership in Economic Crisis  | Monday–Friday<br>01 Feb–05 Feb 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 2: 08 Feb – 12 Feb 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Global Central Banking, Monetary Policy & Financial Stability   | Monday–Friday<br>08 Feb–12 Feb 2027 |
| Track B | International Treasury, Sovereign Debt & Fiscal Risk Management | Monday–Friday<br>08 Feb–12 Feb 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 3: 15 Feb – 19 Feb 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Advanced Banking Supervision, Regulation & Risk-Based Oversight | Monday–Friday<br>15 Feb–19 Feb 2027 |
| Track B | Global Financial Markets, Investment & Portfolio Strategy       | Monday–Friday<br>15 Feb–19 Feb 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 4: 22 Feb – 26 Feb 2027

| Track   | Programme and website access                                       | Training days                       |
|---------|--------------------------------------------------------------------|-------------------------------------|
| Track A | Climate Risk, ESG & Sustainable Finance Regulation                 | Monday–Friday<br>22 Feb–26 Feb 2027 |
| Track B | AI, FinTech & the Future of Central Banking and Financial Services | Monday–Friday<br>22 Feb–26 Feb 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 5: 01 Mar – 05 Mar 2027

| Track   | Programme and website access                                             | Training days                       |
|---------|--------------------------------------------------------------------------|-------------------------------------|
| Track A | Digital Payments, Cross-Border Finance & Next-Generation Payment Systems | Monday–Friday<br>01 Mar–05 Mar 2027 |
| Track B | Foreign Exchange Reserve Portfolio Management                            | Monday–Friday<br>01 Mar–05 Mar 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

## JUNE 2027 INTAKE

All programmes: 5 training days | 08:30–16:00 | two parallel tracks per week.

### Week 1: 31 May – 04 Jun 2027

| Track   | Programme and website access                                                      | Training days                       |
|---------|-----------------------------------------------------------------------------------|-------------------------------------|
| Track A | Central Bank Digital Currency (CBDC), Digital Money & Financial System Regulation | Monday–Friday<br>31 May–04 Jun 2027 |
| Track B | Central Banking Strategies, Crisis Management, and Leadership in Economic Crisis  | Monday–Friday<br>31 May–04 Jun 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 2: 07 Jun – 11 Jun 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Global Central Banking, Monetary Policy & Financial Stability   | Monday–Friday<br>07 Jun–11 Jun 2027 |
| Track B | International Treasury, Sovereign Debt & Fiscal Risk Management | Monday–Friday<br>07 Jun–11 Jun 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 3: 14 Jun – 18 Jun 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Advanced Banking Supervision, Regulation & Risk-Based Oversight | Monday–Friday<br>14 Jun–18 Jun 2027 |
| Track B | Global Financial Markets, Investment & Portfolio Strategy       | Monday–Friday<br>14 Jun–18 Jun 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 4: 21 Jun – 25 Jun 2027

| Track   | Programme and website access                                       | Training days                       |
|---------|--------------------------------------------------------------------|-------------------------------------|
| Track A | Climate Risk, ESG & Sustainable Finance Regulation                 | Monday–Friday<br>21 Jun–25 Jun 2027 |
| Track B | AI, FinTech & the Future of Central Banking and Financial Services | Monday–Friday<br>21 Jun–25 Jun 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 5: 28 Jun – 02 Jul 2027

| Track   | Programme and website access                                             | Training days                       |
|---------|--------------------------------------------------------------------------|-------------------------------------|
| Track A | Digital Payments, Cross-Border Finance & Next-Generation Payment Systems | Monday–Friday<br>28 Jun–02 Jul 2027 |
| Track B | Foreign Exchange Reserve Portfolio Management                            | Monday–Friday<br>28 Jun–02 Jul 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

## OCTOBER 2027 INTAKE

All programmes: 5 training days | 08:30–16:00 | two parallel tracks per week.

### Week 1: 27 Sep – 01 Oct 2027

| Track   | Programme and website access                                                      | Training days                       |
|---------|-----------------------------------------------------------------------------------|-------------------------------------|
| Track A | Central Bank Digital Currency (CBDC), Digital Money & Financial System Regulation | Monday–Friday<br>27 Sep–01 Oct 2027 |
| Track B | Central Banking Strategies, Crisis Management, and Leadership in Economic Crisis  | Monday–Friday<br>27 Sep–01 Oct 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 2: 04 Oct – 08 Oct 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Global Central Banking, Monetary Policy & Financial Stability   | Monday–Friday<br>04 Oct–08 Oct 2027 |
| Track B | International Treasury, Sovereign Debt & Fiscal Risk Management | Monday–Friday<br>04 Oct–08 Oct 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 3: 11 Oct – 15 Oct 2027

| Track   | Programme and website access                                    | Training days                       |
|---------|-----------------------------------------------------------------|-------------------------------------|
| Track A | Advanced Banking Supervision, Regulation & Risk-Based Oversight | Monday–Friday<br>11 Oct–15 Oct 2027 |
| Track B | Global Financial Markets, Investment & Portfolio Strategy       | Monday–Friday<br>11 Oct–15 Oct 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 4: 18 Oct – 22 Oct 2027

| Track   | Programme and website access                                       | Training days                       |
|---------|--------------------------------------------------------------------|-------------------------------------|
| Track A | Climate Risk, ESG & Sustainable Finance Regulation                 | Monday–Friday<br>18 Oct–22 Oct 2027 |
| Track B | AI, FinTech & the Future of Central Banking and Financial Services | Monday–Friday<br>18 Oct–22 Oct 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.

### Week 5: 25 Oct – 29 Oct 2027

| Track   | Programme and website access                                             | Training days                       |
|---------|--------------------------------------------------------------------------|-------------------------------------|
| Track A | Digital Payments, Cross-Border Finance & Next-Generation Payment Systems | Monday–Friday<br>25 Oct–29 Oct 2027 |
| Track B | Foreign Exchange Reserve Portfolio Management                            | Monday–Friday<br>25 Oct–29 Oct 2027 |

Daily timetable: 08:30–10:15 session; 10:15–10:30 break; 10:30–12:00 session; 12:00–13:00 lunch; 13:00–14:30 session; 14:30–14:45 break; 14:45–16:00 session.



# Banks and Financial Institutions Programmes

## 2027 ANNUAL TRAINING SCHEDULE

*Four intake cycles • Three training weeks per intake • Exactly two programmes per week*

### 1. Annual Schedule at a Glance

| Intake  | Training weeks            | Programmes     | Deliveries per course |
|---------|---------------------------|----------------|-----------------------|
| January | 4–8, 11–15, 18–22 January | 6 (2 per week) | 1                     |
| April   | 5–9, 12–16, 19–23 April   | 6 (2 per week) | 1                     |
| July    | 5–9, 12–16, 19–23 July    | 6 (2 per week) | 1                     |
| October | 4–8, 11–15, 18–22 October | 6 (2 per week) | 1                     |

### 2. Programme List and Published Individual Fees

| No. | Programme title (as in source)                                                                                     | Official IBSF link |
|-----|--------------------------------------------------------------------------------------------------------------------|--------------------|
| 1   | Advanced Credit Risk Management & Credit Analytics                                                                 |                    |
| 2   | Banking Customer Service, Corporate Relationship & Portfolio Management                                            |                    |
| 3   | Banking Cybersecurity & Digital Fraud Management                                                                   |                    |
| 4   | Banking Operations, Branch Transformation & Operational Excellence                                                 |                    |
| 5   | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks |                    |
| 6   | FinTech Innovation & the Future of Banking                                                                         |                    |

### 3. Detailed Weekly Schedule

#### INTAKE 1 — JANUARY 2027

| Week   | Dates (Mon–Fri)    | Programme A                                                                                                        | Programme B                                                             |
|--------|--------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1 | 4–8 January 2027   | Advanced Credit Risk Management & Credit Analytics                                                                 | Banking Customer Service, Corporate Relationship & Portfolio Management |
| Week 2 | 11–15 January 2027 | Banking Cybersecurity & Digital Fraud Management                                                                   | Banking Operations, Branch Transformation & Operational Excellence      |
| Week 3 | 18–22 January 2027 | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks | FinTech Innovation & the Future of Banking                              |

Each programme runs for five training days, Monday–Friday, 08:30–16:00. |

**INTAKE 2 — APRIL 2027**

| Week   | Dates (Mon–Fri)  | Programme A                                                                                                        | Programme B                                                             |
|--------|------------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1 | 5–9 April 2027   | Advanced Credit Risk Management & Credit Analytics                                                                 | Banking Customer Service, Corporate Relationship & Portfolio Management |
| Week 2 | 12–16 April 2027 | Banking Cybersecurity & Digital Fraud Management                                                                   | Banking Operations, Branch Transformation & Operational Excellence      |
| Week 3 | 19–23 April 2027 | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks | FinTech Innovation & the Future of Banking                              |

Each programme runs for five training days, Monday–Friday, 08:30–16:00. |

**INTAKE 3 — JULY 2027**

| Week   | Dates (Mon–Fri) | Programme A                                                                                                        | Programme B                                                             |
|--------|-----------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1 | 5–9 July 2027   | Advanced Credit Risk Management & Credit Analytics                                                                 | Banking Customer Service, Corporate Relationship & Portfolio Management |
| Week 2 | 12–16 July 2027 | Banking Cybersecurity & Digital Fraud Management                                                                   | Banking Operations, Branch Transformation & Operational Excellence      |
| Week 3 | 19–23 July 2027 | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks | FinTech Innovation & the Future of Banking                              |

Each programme runs for five training days, Monday–Friday, 08:30–16:00. |

**INTAKE 4 — OCTOBER 2027**

| Week   | Dates (Mon–Fri) | Programme A                                                                                                        | Programme B                                                             |
|--------|-----------------|--------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1 | 4–8 Oct 2027    | Advanced Credit Risk Management & Credit Analytics                                                                 | Banking Customer Service, Corporate Relationship & Portfolio Management |
| Week 2 | 11–15 Oct 2027  | Banking Cybersecurity & Digital Fraud Management                                                                   | Banking Operations, Branch Transformation & Operational Excellence      |
| Week 3 | 18–22 Oct 2027  | Building High-Performance Sales Cultures, Developing Winning Teams and Driving Sustainable Revenue Growth in Banks | FinTech Innovation & the Future of Banking                              |

Each programme runs for five training days, Monday–Friday, 08:30–16:00. |

**4. Annual Delivery Verification**

| Measure                | Calculation                 | Result                           |
|------------------------|-----------------------------|----------------------------------|
| Intake cycles          | 4 × 3 weeks                 | 12 training weeks                |
| Weekly allocation      | Exactly two programmes      | 24 programme deliveries per year |
| Each of six programmes | One delivery in each intake | Exactly 4 deliveries annually    |
| Duration               | Monday–Friday               | 5 training days per delivery     |

Prepared for IBSF Academic & Professional Training Division

# Executive & C-Suite Programmes

## 2027 ANNUAL TRAINING SCHEDULE

International Business School of Finance | [www.international-bsf.org](http://www.international-bsf.org)

Scheduling basis: four annual intake cycles, four training weeks per intake, two programme slots per week, and each of the seven programmes delivered exactly four times during 2027

### 1. Programme List and Course Links

| No. | Programme title                                                                | Official IBSF link                                                                                                                                                                                        |
|-----|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Advanced Financial Statement Analysis for Executives                           | <a href="https://international-bsf.org/advanced-financial-statement-analysis-for-executives/">https://international-bsf.org/advanced-financial-statement-analysis-for-executives/</a>                     |
| 2   | Advanced Strategic Financial Oversight and Audit for Board Members             | <a href="https://international-bsf.org/advanced-strategic-financial-oversight-audit-board-members/">https://international-bsf.org/advanced-strategic-financial-oversight-audit-board-members/</a>         |
| 3   | Corporate Governance & Risk Management for State & Public Sector Organisations | <a href="https://international-bsf.org/corporate0governance-risk-management-public-sector/">https://international-bsf.org/corporate0governance-risk-management-public-sector/</a>                         |
| 4   | Cybersecurity Governance and Risk Oversight for Central Banks                  | <a href="https://international-bsf.org/cybersecurity-gove-risk-oversight-central-banks/">https://international-bsf.org/cybersecurity-gove-risk-oversight-central-banks/</a>                               |
| 5   | ESG, Corporate Sustainability & Green Economic Transformation                  | <a href="https://international-bsf.org/esg-corporate-sustainability-green-economic-transformation/">https://international-bsf.org/esg-corporate-sustainability-green-economic-transformation/</a>         |
| 6   | Public Sector Performance Management, M&E & Results-Based Management           | <a href="https://international-bsf.org/public-sector-mgt-m-and-e-result-based-mgt/">https://international-bsf.org/public-sector-mgt-m-and-e-result-based-mgt/</a>                                         |
| 7   | Strategic Leadership: Building & Sustaining Competitive Advantage              | <a href="https://international-bsf.org/strategic-leadership-building-sustaining-competitive-advantage/">https://international-bsf.org/strategic-leadership-building-sustaining-competitive-advantage/</a> |

### 2. 2027 Intake and Weekly Schedule

The source brochure specifies quarterly intakes beginning February 2027, with planned intake months of February, May, August and November.

| Intake          | Week<br>Proposed dates<br>(Mon–Fri) | Programme slot 1                                                               | Programme slot 2 /                                                             |
|-----------------|-------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| February Intake | Week 1<br>01 Feb–05 Feb 2027        | Advanced Financial Statement Analysis for Executives                           | Advanced Strategic Financial Oversight and Audit for Board Members             |
|                 | Week 2<br>08 Feb–12 Feb 2027        | Corporate Governance & Risk Management for State & Public Sector Organisations | Cybersecurity Governance and Risk Oversight for Central Banks                  |
|                 | Week 3<br>15 Feb–19 Feb 2027        | ESG, Corporate Sustainability & Green Economic Transformation                  | Public Sector Performance Management, M&E & Results-Based Management           |
|                 | Week 4<br>22 Feb–26 Feb 2027        | Strategic Leadership: Building & Sustaining Competitive Advantage              |                                                                                |
| May Intake      | Week 1<br>03 May–07 May 2027        | Corporate Governance & Risk Management for State & Public Sector Organisations | Cybersecurity Governance and Risk Oversight for Central Banks                  |
|                 | Week 2<br>10 May–14 May 2027        | Public Sector Performance Management, M&E & Results-Based Management           | Strategic Leadership: Building & Sustaining Competitive Advantage              |
|                 | Week 3<br>17 May–21 May 2027        | Advanced Financial Statement Analysis for Executives                           | Advanced Strategic Financial Oversight and Audit for Board Members             |
|                 | Week 4<br>24 May–28 May 2027        | ESG, Corporate Sustainability & Green Economic Transformation                  |                                                                                |
| August Intake   | Week 1<br>02 Aug–06 Aug 2027        | Public Sector Performance Management, M&E & Results-Based Management           | Strategic Leadership: Building & Sustaining Competitive Advantage              |
|                 | Week 2<br>09 Aug–13 Aug 2027        | Advanced Financial Statement Analysis for Executives                           | Advanced Strategic Financial Oversight and Audit for Board Members             |
|                 | Week 3<br>16 Aug–20 Aug 2027        | Cybersecurity Governance and Risk Oversight for Central Banks                  | ESG, Corporate Sustainability & Green Economic Transformation                  |
|                 | Week 4<br>23 Aug–27 Aug 2027        | Corporate Governance & Risk Management for State & Public Sector Organisations |                                                                                |
| November Intake | Week 1<br>01 Nov–05 Nov 2027        | Advanced Strategic Financial Oversight and Audit for Board Members             | Corporate Governance & Risk Management for State & Public Sector Organisations |
|                 | Week 2<br>08 Nov–12 Nov 2027        | Cybersecurity Governance and Risk Oversight for Central Banks                  | ESG, Corporate Sustainability & Green Economic Transformation                  |
|                 | Week 3<br>15 Nov–19 Nov 2027        | Public Sector Performance Management, M&E & Results-Based Management           | Strategic Leadership: Building & Sustaining Competitive Advantage              |
|                 | Week 4<br>22 Nov–26 Nov 2027        | Advanced Financial Statement Analysis for Executives                           |                                                                                |

### 3. Annual Delivery Count Verification

| Programme                                                                      | Number of deliveries | Check                   |
|--------------------------------------------------------------------------------|----------------------|-------------------------|
| Advanced Financial Statement Analysis for Executives                           | 4                    | Exactly four — verified |
| Advanced Strategic Financial Oversight and Audit for Board Members             | 4                    | Exactly four — verified |
| Corporate Governance & Risk Management for State & Public Sector Organisations | 4                    | Exactly four — verified |
| Cybersecurity Governance and Risk Oversight for Central Banks                  | 4                    | Exactly four — verified |
| ESG, Corporate Sustainability & Green Economic Transformation                  | 4                    | Exactly four — verified |
| Public Sector Performance Management, M&E & Results-Based Management           | 4                    | Exactly four — verified |
| Strategic Leadership: Building & Sustaining Competitive Advantage              | 4                    | Exactly four — verified |
| Total programme deliveries                                                     | 28                   | 7 programmes × 4        |

### 4. Reserved Slots

Four intake cycles × four weeks = 16 weeks. At two slots each week, there are 32 slots. Seven programmes delivered four times each require 28 programme slots, so four slots remain reserved—one per intake cycle—for executive roundtables, client briefings, facilitator preparation or contingency rescheduling. These reserved slots are not counted as deliveries of the seven programmes.

### 5. Planning Notes

- Proposed intake months: February, May, August and November 2027,
- Delivery may be classroom, virtual or customised in-house, subject to IBSF confirmation.
- Travel, accommodation, visa costs, venue hire, local transport, taxes and client-specific materials may be excluded unless agreed in writing.

## Fintech, AI & Digital Innovation Programmes

### 2027 ANNUAL TRAINING SCHEDULE

*Four intake cycles • Three training weeks per intake • One programme per week*

The source lists February, June and October 2027 as intake months for each programme. The four-cycle schedule below adds May and August as proposed additional intakes to meet the requested four-cycle annual pattern.

## 2. Courses and Official IBSF Links

Links below point to Individual direct course URLs

| No. | Course title (source PDF)                                                                           | Official course link                                                                                                                                                                                                                          |
|-----|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 | <a href="https://international-bsf.org/data-analytics-business-intelligence-data-driven-decision-making/">https://international-bsf.org/data-analytics-business-intelligence-data-driven-decision-making/</a>                                 |
| 2   | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 | <a href="https://international-bsf.org/cybersecurity-digital-operational-resilience-financial-infrastructure-protection/">https://international-bsf.org/cybersecurity-digital-operational-resilience-financial-infrastructure-protection/</a> |
| 3   | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management | <a href="https://international-bsf.org/tbml-sanctions-compliance-proliferation-financing-risk-mgt/">https://international-bsf.org/tbml-sanctions-compliance-proliferation-financing-risk-mgt/</a>                                             |

## 3. Annual Intake Schedule

### Intake 1 — February 2027

| Training week | Dates (Mon–Fri)    | Programme                                                                                           |
|---------------|--------------------|-----------------------------------------------------------------------------------------------------|
| Week 1        | 08 Feb–12 Feb 2027 | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 |
| Week 2        | 15 Feb–19 Feb 2027 | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 |
| Week 3        | 22 Feb–26 Feb 2027 | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management |

One programme is delivered each week. All three programmes run once in this intake cycle.

### Intake 2 — May 2027

| Training week | Dates (Mon–Fri)    | Programme                                                                                           |
|---------------|--------------------|-----------------------------------------------------------------------------------------------------|
| Week 1        | 10 May–14 May 2027 | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 |
| Week 2        | 17 May–21 May 2027 | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 |
| Week 3        | 24 May–28 May 2027 | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management |

One programme is delivered each week. All three programmes run once in this intake cycle.

### Intake 3 — August 2027

| Training week | Dates (Mon–Fri)    | Programme                                                                                           |
|---------------|--------------------|-----------------------------------------------------------------------------------------------------|
| Week 1        | 09 Aug–13 Aug 2027 | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 |
| Week 2        | 16 Aug–20 Aug 2027 | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 |
| Week 3        | 23 Aug–27 Aug 2027 | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management |

One programme is delivered each week. All three programmes run once in this intake cycle.

#### Intake 4 — November 2027

| Training week | Dates (Mon–Fri)    | Programme                                                                                           |
|---------------|--------------------|-----------------------------------------------------------------------------------------------------|
| Week 1        | 08 Nov–12 Nov 2027 | Cybersecurity, Digital Operational Resilience & Financial Infrastructure Protection                 |
| Week 2        | 15 Nov–19 Nov 2027 | Data Analytics, Business Intelligence & Data-Driven Decision Making                                 |
| Week 3        | 22 Nov–26 Nov 2027 | Trade-Based Money Laundering (TBML), Sanctions Compliance & Proliferation Financing Risk Management |

One programme is delivered each week. All three programmes run once in this intake cycle.

#### 4. Annual Delivery Verification

| Measure                    | Calculation                          | Annual result           |
|----------------------------|--------------------------------------|-------------------------|
| Intake cycles              | 4 cycles                             | 4                       |
| Training weeks             | 3 weeks × 4 cycles                   | 12                      |
| Programmes per week        | 1                                    | 1                       |
| Total programme deliveries | 3 programmes × 4 cycles              | 12                      |
| Each programme             | 1 delivery per intake × 4 intakes    | 4 deliveries            |
| Duration / daily hours     | 5 days per course; 08:30–16:00 daily | As stated in source PDF |

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## Insurance & Bancassurance Programmes

### 2027 ANNUAL TRAINING SCHEDULE

*Four intake cycles • Last three full training weeks per intake month • Two programmes per week*

Each course runs Monday–Friday, 08:30–16:00. Two programmes are scheduled in parallel each week (Track A and Track B), so separate facilitators and delivery capacity are required.

#### 1. Annual Schedule at a Glance

| Intake cycle | Last three full Mon–Fri weeks | Programme slots | Runs per programme   |
|--------------|-------------------------------|-----------------|----------------------|
| January 2027 | 11–15, 18–22, 25–29 January   | 6 (2 per week)  | 1 per intake × 4 = 4 |
| April 2027   | 12–16, 19–23, 26–30 April     | 6 (2 per week)  | 1 per intake × 4 = 4 |
| July 2027    | 12–16, 19–23, 26–30 July      | 6 (2 per week)  | 1 per intake × 4 = 4 |
| October 2027 | 11–15, 18–22, 25–29 October   | 6 (2 per week)  | 1 per intake × 4 = 4 |

#### 2. Courses and Official IBSF Website Links

The uploaded PDF provides the course titles and fees below. Direct individual course-page URLs could not be reliably verified for all five titles; the clickable links therefore open the official IBSF Executive Programmes directory rather than using guessed URLs.

| No. | Programme title (source PDF)                                            | Official IBSF course access                                                                                                                                                                               |
|-----|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Enterprise Insurance Risk, Solvency, Capital & ORSA Management          | <a href="https://international-bsf.org/enterprise-insurance-risk-solvency-capital-orsa-mgt/">https://international-bsf.org/enterprise-insurance-risk-solvency-capital-orsa-mgt/</a>                       |
| 2   | IFRS 17, Insurance Financial Reporting & Performance Management         | <a href="https://international-bsf.org/ifrs17-insurance-financial-reporting-performance-mgt/">https://international-bsf.org/ifrs17-insurance-financial-reporting-performance-mgt/</a>                     |
| 3   | Insurance Underwriting, Risk Selection & Portfolio Optimisation         | <a href="https://international-bsf.org/insurance-underwriting-risk-selection-portfolio-optimisation/">https://international-bsf.org/insurance-underwriting-risk-selection-portfolio-optimisation/</a>     |
| 4   | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation | <a href="https://international-bsf.org/strategic-claims-mgt-fraud-analytics-cost-optimisation/">https://international-bsf.org/strategic-claims-mgt-fraud-analytics-cost-optimisation/</a>                 |
| 5   | Understanding Financial Statements for Insurance Professionals          | <a href="https://international-bsf.org/understanding-financial-statements-for-insurance-professionals/">https://international-bsf.org/understanding-financial-statements-for-insurance-professionals/</a> |

#### 3. Detailed Weekly Schedule

##### INTAKE 1 — JANUARY 2027

| Week / dates                 | Track A                                                         | Track B                                                                 |
|------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1<br>11 Jan–15 Jan 2027 | Enterprise Insurance Risk, Solvency, Capital & ORSA Management  | IFRS 17, Insurance Financial Reporting & Performance Management         |
| Week 2<br>18 Jan–22 Jan 2027 | Insurance Underwriting, Risk Selection & Portfolio Optimisation | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation |
| Week 3<br>25 Jan–29 Jan 2027 | Understanding Financial Statements for Insurance Professionals  |                                                                         |

Each listed course is five training days, Monday–Friday, 08:30–16:00. Delivery mode: classroom, live virtual or in-house, subject to arrangement.

## INTAKE 2 — APRIL 2027

| Week / dates                 | Track A                                                         | Track B                                                                 |
|------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1<br>12 Apr–16 Apr 2027 | Enterprise Insurance Risk, Solvency, Capital & ORSA Management  | IFRS 17, Insurance Financial Reporting & Performance Management         |
| Week 2<br>19 Apr–23 Apr 2027 | Insurance Underwriting, Risk Selection & Portfolio Optimisation | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation |
| Week 3<br>26 Apr–30 Apr 2027 | Understanding Financial Statements for Insurance Professionals  |                                                                         |

Each listed course is five training days, Monday–Friday, 08:30–16:00. Delivery mode: classroom, live virtual or in-house, subject to arrangement.

## INTAKE 3 — JULY 2027

| Week / dates                 | Track A                                                         | Track B                                                                 |
|------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1<br>12 Jul–16 Jul 2027 | Enterprise Insurance Risk, Solvency, Capital & ORSA Management  | IFRS 17, Insurance Financial Reporting & Performance Management         |
| Week 2<br>19 Jul–23 Jul 2027 | Insurance Underwriting, Risk Selection & Portfolio Optimisation | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation |
| Week 3<br>26 Jul–30 Jul 2027 | Understanding Financial Statements for Insurance Professionals  |                                                                         |

Each listed course is five training days, Monday–Friday, 08:30–16:00. Delivery mode: classroom, live virtual or in-house, subject to arrangement.

## INTAKE 4 — OCTOBER 2027

| Week / dates                 | Track A                                                         | Track B                                                                 |
|------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------|
| Week 1<br>11 Oct–15 Oct 2027 | Enterprise Insurance Risk, Solvency, Capital & ORSA Management  | IFRS 17, Insurance Financial Reporting & Performance Management         |
| Week 2<br>18 Oct–22 Oct 2027 | Insurance Underwriting, Risk Selection & Portfolio Optimisation | Strategic Claims Management, Fraud Analytics & Claims Cost Optimisation |
| Week 3<br>25 Oct–29 Oct 2027 | Understanding Financial Statements for Insurance Professionals  |                                                                         |

Each listed course is five training days, Monday–Friday, 08:30–16:00. Delivery mode: classroom, live virtual or in-house, subject to arrangement.

## 4. Annual Delivery Verification

| Measure                    | Calculation                 | Result                                             |
|----------------------------|-----------------------------|----------------------------------------------------|
| Intake cycles              | 4 × 3 weeks                 | 12 training weeks                                  |
| Weekly parallel allocation | 2 slots × 12 weeks          | 24 total slots                                     |
| Five listed programmes     | 5 programmes × 4 deliveries | 20 course deliveries                               |
| Remaining slots            | 24 slots – 20 deliveries    | 4 slots reserved; not counted as course deliveries |
| Duration                   | Monday–Friday per course    | 5 days, 08:30–16:00 daily                          |

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## Revenue & Taxation Programmes

### 2027 ANNUAL TRAINING SCHEDULE

*Four intake cycles • Last three training weeks per intake • Two programmes per week*

Each course runs Monday–Friday, 08:30–16:00. Two courses run in parallel each training week (Track A and Track B); this assumes separate facilitators and sufficient delivery capacity. Dates use the last three full Monday–Friday weeks in each selected intake month.

#### 1. Courses and Official IBSF Links

| No. | Course title (as shown in source PDF)                                        | Official IBSF course link                                                                                                                                                                                           |
|-----|------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Advanced Revenue Collection and Tax Administration                           | <a href="https://international-bsf.org/advanced-revenue-collection-and-tax-administration/">https://international-bsf.org/advanced-revenue-collection-and-tax-administration/</a>                                   |
| 2   | Advanced Tax Audit, Compliance Risk & Revenue Enforcement                    | <a href="https://international-bsf.org/advanced-tax-audit-compliance-risk-revenue-enforcement/">https://international-bsf.org/advanced-tax-audit-compliance-risk-revenue-enforcement/</a>                           |
| 3   | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations | <a href="https://international-bsf.org/advanced-tax-intel-crypto-complex-financial-investigations/">https://international-bsf.org/advanced-tax-intel-crypto-complex-financial-investigations/</a>                   |
| 4   | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement       | <a href="https://international-bsf.org/international-tax-cooperation-tax-treaties-cross-border-enforcement/">https://international-bsf.org/international-tax-cooperation-tax-treaties-cross-border-enforcement/</a> |
| 5   | Tax Arrears Management, Advanced Debt Recovery & Revenue Collection          | <a href="https://international-bsf.org/tax-arrears-management-debt-recovery-revenue-collection/">https://international-bsf.org/tax-arrears-management-debt-recovery-revenue-collection/</a>                         |
| 6   | Tax Fraud, Evasion & Financial Intelligence Investigations                   | <a href="https://international-bsf.org/tax-fraud-evasion-financial-intelligence-investigations/">https://international-bsf.org/tax-fraud-evasion-financial-intelligence-investigations/</a>                         |

#### 2. Detailed Intake Schedules

##### INTAKE 1 — MARCH 2027

| Training week                | Track A                                                                      | Track B                                                                |
|------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Week 1<br>15 Mar–19 Mar 2027 | Advanced Revenue Collection and Tax Administration                           | Advanced Tax Audit, Compliance Risk & Revenue Enforcement              |
| Week 2<br>22 Mar–26 Mar 2027 | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement |
| Week 3<br>29 Mar–02 Apr 2027 | Advanced Debt Recovery & Revenue Collection                                  | Tax Fraud, Evasion & Financial Intelligence Investigations             |

All six programmes are delivered once during this intake: two programmes per week over three weeks. Each individual programme is repeated once per intake cycle.

##### INTAKE 2 — JUNE 2027

| Training week                | Track A                                                                      | Track B                                                                |
|------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Week 1<br>14 Jun–18 Jun 2027 | Advanced Revenue Collection and Tax Administration                           | Advanced Tax Audit, Compliance Risk & Revenue Enforcement              |
| Week 2<br>21 Jun–25 Jun 2027 | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement |
| Week 3<br>28 Jun–02 Jul 2027 | Advanced Debt Recovery & Revenue Collection                                  | Tax Fraud, Evasion & Financial Intelligence Investigations             |

All six programmes are delivered once during this intake: two programmes per week over three weeks. Each individual programme is repeated once per intake cycle.

### INTAKE 3 — SEPTEMBER 2027

| Training week                | Track A                                                                      | Track B                                                                |
|------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Week 1<br>13 Sep–17 Sep 2027 | Advanced Revenue Collection and Tax Administration                           | Advanced Tax Audit, Compliance Risk & Revenue Enforcement              |
| Week 2<br>20 Sep–24 Sep 2027 | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement |
| Week 3<br>27 Sep–01 Oct 2027 | Advanced Debt Recovery & Revenue Collection                                  | Tax Fraud, Evasion & Financial Intelligence Investigations             |

All six programmes are delivered once during this intake: two programmes per week over three weeks. Each individual programme is repeated once per intake cycle.

### INTAKE 4 — DECEMBER 2027

| Training week                | Track A                                                                      | Track B                                                                |
|------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------------|
| Week 1<br>13 Dec–17 Dec 2027 | Advanced Revenue Collection and Tax Administration                           | Advanced Tax Audit, Compliance Risk & Revenue Enforcement              |
| Week 2<br>20 Dec–24 Dec 2027 | Advanced Tax Intelligence, Cryptocurrency & Complex Financial Investigations | International Tax Cooperation, Tax Treaties & Cross-Border Enforcement |
| Week 3<br>27 Dec–31 Dec 2027 | Advanced Debt Recovery & Revenue Collection                                  | Tax Fraud, Evasion & Financial Intelligence Investigations             |

All six programmes are delivered once during this intake: two programmes per week over three weeks. Each individual programme is repeated once per intake cycle.

## 3. Annual Delivery Verification

| Measure                           | Calculation                          | Annual result              |
|-----------------------------------|--------------------------------------|----------------------------|
| Intake cycles                     | 4 cycles                             | 4                          |
| Training weeks                    | 3 weeks × 4 cycles                   | 12                         |
| Programme deliveries per week     | 2 courses × 12 weeks                 | 24                         |
| Each programme                    | 1 delivery per cycle × 4 cycles      | 4 deliveries per programme |
| Total listed programme deliveries | 6 programmes × 4 deliveries          | 24                         |
| Duration and hours                | 5 days per course; 08:30–16:00 daily | As specified in source PDF |

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## Social Security & Pension Administration Programmes

### 2027 ANNUAL TRAINING SCHEDULE

4 intake cycles • 4 training weeks per intake • 2 programmes per week

Each programme is scheduled once per intake cycle, giving exactly four deliveries per programme across 2027. Each course is a five-day programme, Monday to Friday, 08:30–16:00 daily.

#### 1. Courses and Official IBSF Links

| No. | Course title (source PDF)                                                          | Official IBSF link                                                                                                                                                                          |
|-----|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Actuarial Valuation of Social Security & Pension Schemes                           | <a href="https://international-bsf.org/actuarial-valuation-social-security-pensions-schemes/">https://international-bsf.org/actuarial-valuation-social-security-pensions-schemes/</a>       |
| 2   | Audit Committee Effectiveness for Pension Funds                                    | <a href="https://international-bsf.org/audit-committee-effectiveness-pension-funds/">https://international-bsf.org/audit-committee-effectiveness-pension-funds/</a>                         |
| 3   | Digital Pension Administration & E-Pension Systems                                 | <a href="https://international-bsf.org/digital-pension-administration-e-pension-systems/">https://international-bsf.org/digital-pension-administration-e-pension-systems/</a>               |
| 4   | Pension Claims Processing & Benefits Administration                                | xxxxxxx                                                                                                                                                                                     |
| 5   | Pension Fund Enterprise and Risk Management                                        | <a href="https://international-bsf.org/pension-fund-enterprise-risk-management/">https://international-bsf.org/pension-fund-enterprise-risk-management/</a>                                 |
| 6   | Performance Measurement & Benchmarking of Pension Portfolios                       | <a href="https://international-bsf.org/performance-measurement-benchmarking-pension-portfolios/">https://international-bsf.org/performance-measurement-benchmarking-pension-portfolios/</a> |
| 7   | Social Security Administration, Governance, Fraud Control & Digital Transformation | <a href="https://international-bsf.org/social-security-governance-fraud-digital-transformation/">https://international-bsf.org/social-security-governance-fraud-digital-transformation/</a> |
| 8   | Social Security Policy Development & Strategic Planning                            | <a href="https://international-bsf.org/social-security-policy-development-strategic-planning/">https://international-bsf.org/social-security-policy-development-strategic-planning/</a>     |

#### 2. Annual Intake Schedule

##### Intake 1 — March 2027

| Training week | Dates (Mon–Fri)    | Programme 1                                                                        | Programme 2                                                  |
|---------------|--------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Week 1        | 01 Mar–05 Mar 2027 | Actuarial Valuation of Social Security & Pension Schemes                           | Audit Committee Effectiveness for Pension Funds              |
| Week 2        | 08 Mar–12 Mar 2027 | Digital Pension Administration & E-Pension Systems                                 | Pension Claims Processing & Benefits Administration          |
| Week 3        | 15 Mar–19 Mar 2027 | Pension Fund Enterprise Risk Management                                            | Performance Measurement & Benchmarking of Pension Portfolios |
| Week 4        | 22 Mar–26 Mar 2027 | Social Security Administration, Governance, Fraud Control & Digital Transformation | Social Security Policy Development & Strategic Planning      |

Each programme in this intake is delivered over five days, Monday to Friday, 08:30–16:00.

##### Intake 2 — June 2027

| Training week | Dates (Mon–Fri)    | Programme 1                                                                        | Programme 2                                                  |
|---------------|--------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Week 1        | 07 Jun–11 Jun 2027 | Actuarial Valuation of Social Security & Pension Schemes                           | Audit Committee Effectiveness for Pension Funds              |
| Week 2        | 14 Jun–18 Jun 2027 | Digital Pension Administration & E-Pension Systems                                 | Pension Claims Processing & Benefits Administration          |
| Week 3        | 21 Jun–25 Jun 2027 | Pension Fund Enterprise Risk Management                                            | Performance Measurement & Benchmarking of Pension Portfolios |
| Week 4        | 28 Jun–02 Jul 2027 | Social Security Administration, Governance, Fraud Control & Digital Transformation | Social Security Policy Development & Strategic Planning      |

Each programme in this intake is delivered over five days, Monday to Friday, 08:30–16:00.

### Intake 3 — September 2027

| Training week | Dates (Mon–Fri)    | Programme 1                                                                        | Programme 2                                                  |
|---------------|--------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Week 1        | 06 Sep–10 Sep 2027 | Actuarial Valuation of Social Security & Pension Schemes                           | Audit Committee Effectiveness for Pension Funds              |
| Week 2        | 13 Sep–17 Sep 2027 | Digital Pension Administration & E-Pension Systems                                 | Pension Claims Processing & Benefits Administration          |
| Week 3        | 20 Sep–24 Sep 2027 | Pension Fund Enterprise Risk Management                                            | Performance Measurement & Benchmarking of Pension Portfolios |
| Week 4        | 27 Sep–01 Oct 2027 | Social Security Administration, Governance, Fraud Control & Digital Transformation | Social Security Policy Development & Strategic Planning      |

Each programme in this intake is delivered over five days, Monday to Friday, 08:30–16:00.

### Intake 4 — December 2027

| Training week | Dates (Mon–Fri)    | Programme 1                                                                        | Programme 2                                                  |
|---------------|--------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------|
| Week 1        | 06 Dec–10 Dec 2027 | Actuarial Valuation of Social Security & Pension Schemes                           | Audit Committee Effectiveness for Pension Funds              |
| Week 2        | 13 Dec–17 Dec 2027 | Digital Pension Administration & E-Pension Systems                                 | Pension Claims Processing & Benefits Administration          |
| Week 3        | 20 Dec–24 Dec 2027 | Pension Fund Enterprise Risk Management                                            | Performance Measurement & Benchmarking of Pension Portfolios |
| Week 4        | 27 Dec–31 Dec 2027 | Social Security Administration, Governance, Fraud Control & Digital Transformation | Social Security Policy Development & Strategic Planning      |

Each programme in this intake is delivered over five days, Monday to Friday, 08:30–16:00.

## 3. Annual Delivery Verification

| Measure                    | Calculation                          | Annual result              |
|----------------------------|--------------------------------------|----------------------------|
| Intake cycles              | 4 cycles                             | 4                          |
| Training weeks             | 4 weeks × 4 cycles                   | 16                         |
| Programmes per week        | 2                                    | 2                          |
| Total programme deliveries | 8 programmes × 4 cycles              | 32                         |
| Each programme             | 1 delivery per intake × 4 intakes    | 4 deliveries               |
| Duration                   | 5 days per course; 08:30–16:00 daily | As specified in source PDF |

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