

Delivery

This one week intensive management training course is designed to be delivered locally by ITC ILO accredited trainers who adapt its materials to their environment. Using basic

adult learning principles, it relies on activities, exercises and case studies to help participants apply the concepts that they are learning. The course's Action Plan approach focuses on identifying practical steps that the managers can implement when they return to their organization.

Tuition fee and additional information

- **Tuition fee:** US\$430.00
- Includes lunches, coffee breaks and training materials
- **Does not include accommodation and travel costs**

Participants are responsible for travel costs, accommodation and stay in Harare, Zimbabwe. You can contact us to learn about potential accommodation options.

For more information and registration, kindly contact:

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E: shalom@msadvisory.co.zw

Deadline for registration: 23 February 2018

Payment: Payment to be made into the ZAMFI Account (details below)

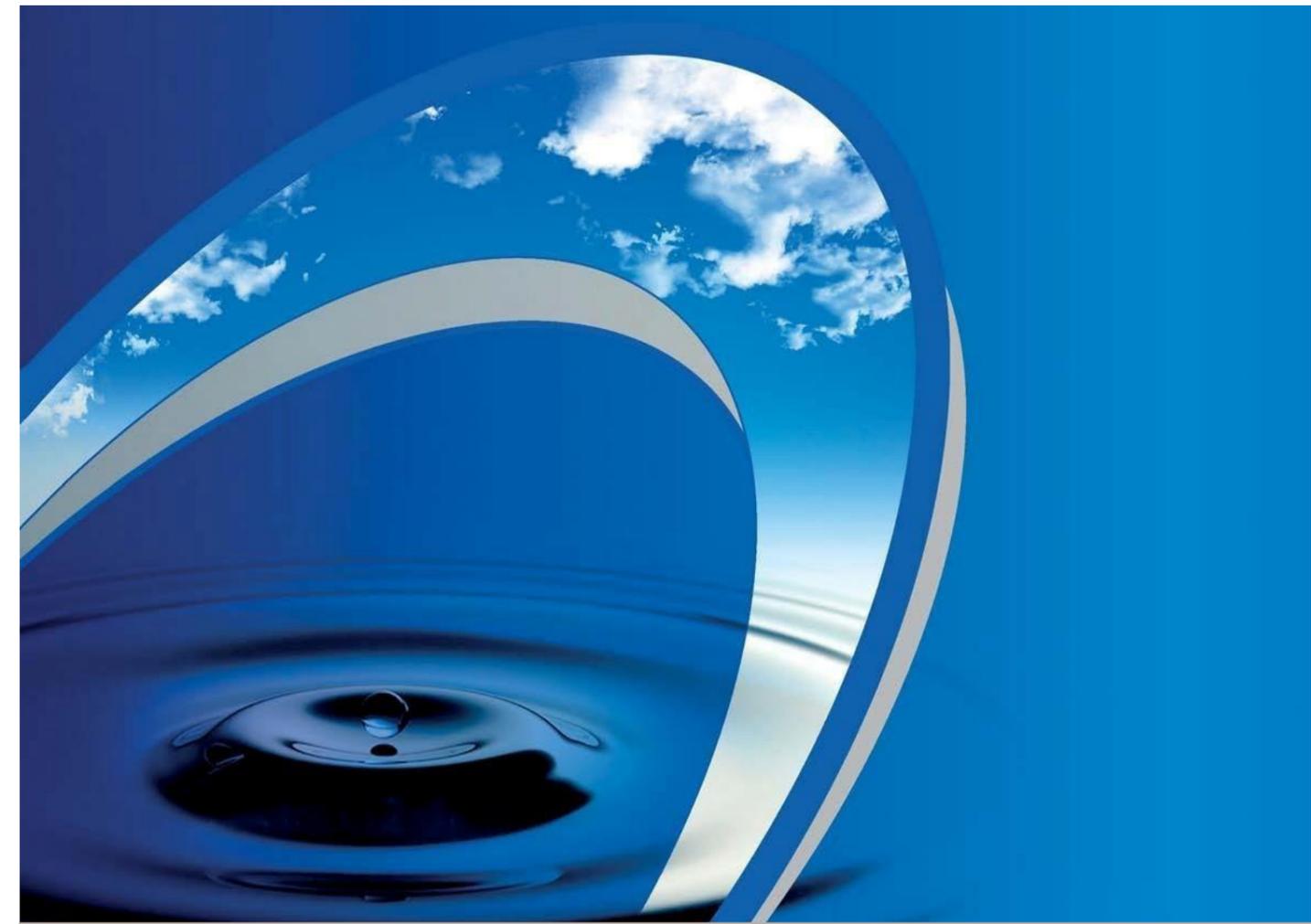
Account Number	6816154
Branch	NGO Centre
Code	057

Training Venue

Agriculture House, 1 Adylinn Road, Marlborough, Harare

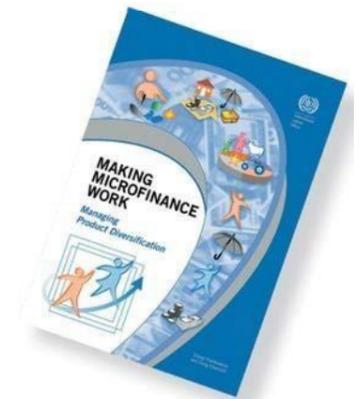
Course Dates: 12-16 March, 2018

This course is an ITC ILO international course and will be delivered by ITCILO Accredited regional and local trainers. Please visit the website mmw.itcilo.org for more information.



Making Microfinance Work: Managing Product Diversification

Harare, Zimbabwe
12 – 16 March 2018



MUSTARD SEED
advisory
financial inclusion solutions

“Today, there is a growing recognition that not all poor people are necessarily entrepreneurs, but all poor people do need and use a variety of financial services.

The challenge is to understand and meet this demand among increasingly poor and remote populations.”

Access for All (2008)

The International Labour Organization (ILO) invests in microfinance, and in the capacity building of MFI managers in particular, because it believes that microfinance can help realize its vision of decent work for all. Microcredit and micro-leasing products provide opportunities for small investments in self-employment and job creation. Emergency loans, savings and microinsurance provide the means for poor people to better cope with risk. When microfinance is delivered through group-based models, it can provide opportunities for the poor to organize and have a voice. Some MFIs, particularly those that partner with other public or private actors in pursuit of a social mission, are actively discouraging child and bonded labour, and helping microentrepreneurs to grow and formalize.

The International Training Centre (ITC) in Turin, Italy has been developing and delivering management training curricula for more than four decades. The International Training Centre of the International Labour Organization (ITC) brought this experience to bear when it joined forces with the Social Finance Programme to develop the Making Microfinance Work management training program.



Intended Audience

The Making Microfinance Work: Managing Product Diversification training curriculum is designed for middle and senior managers in microfinance institutions. It is relevant for institutions that have already diversified and are looking for ways to manage their diversification more effectively, as well as institutions that have not yet diversified and are looking for guidance on where and how to begin. This course is also useful to funding agencies and technical assistance providers that are trying to support MFI diversification efforts.



Objectives

- To raise awareness of the opportunities and risks that product diversification presents.

- To explore options for improving MFI outreach through product diversification.
- To provide tools and strategies for managing product diversification successfully.
- To encourage a more proactive management of MFI product portfolios over time.



Overview of the course curriculum

This course contains 24 modules divided into four sections:

- I. **Preparing for Diversification.** This introductory section helps managers understand diversification, the opportunities and risks it poses, and how MFIs can prepare themselves to diversify successfully. Module 1 defines product diversification and the concept of a strategic product mix. It explores the many reasons for which MFIs might want to develop new products and markets, but it also raises awareness of the damage diversification can cause. Module 2 then explores how to manage product development, in particular, how to manage the risks inherent in the process. Module 3 focuses on new market development. It explores how managers can use market segmentation to better understand and serve new types of customers.
- II. **Product Options.** MFIs that wish to diversify will find they have many options to choose from. Modules 4 through 13 discuss ten different types of products that MFIs could introduce to expand their outreach. Each module explores the characteristics and requirements of one type of product using examples from MFIs around the world to illustrate variations in the way the product can be delivered. The main challenges and risks associated with each product type are discussed together with examples of the strategies MFIs have used to manage them.
- III. **Market Segments.** Modules 14 through 21 examine eight market segments with significant potential for MFI expansion. Each module explores why a particular segment can be challenging and discusses the products and product adaptations that can help institutions serve the segment more effectively. This section also contains a module on targeted microfinance which considers the more general challenge of serving relatively small or marginalized market segments, such as people with disabilities and individuals living with HIV/AIDS.

- IV. **Diversifying Successfully.** After exploring numerous combinations of products and services that MFIs could offer to better meet the needs of specific market segments, this fourth and final section returns to the management agenda. Module 22 looks at the important role of partnerships in helping MFIs of various types to diversify efficiently and effectively. Module 23 focuses on the challenges of delivering a diverse product portfolio. It raises awareness of the issues that need to be dealt with and provides specific suggestions for adapting the institutional culture, redistributing responsibilities, empowering staff, communicating with clients, reengineering systems and managing change. Finally, Module 24 examines the product portfolio management function and the activities through which MFIs can not only create but also maintain a strategic product portfolio over time.

The modules in Sections I and IV of the course are standard, core content, but the modules in Sections II and III are adapted to the needs of each audience. As part of the registration process, participants choose up to 7 of the 18 modules in Sections II and III to be delivered on Days 2, 3 and 4. The participant's manual contains content for all 24 modules.

Dates: 12 -16 March 2018

Location: Harare Zimbabwe

Trainers: ITC ILO Accredited trainers

Course Language: English

Tuition fee: US\$430.00

More info at: mmw.itcilo.org

Deadline for applications: 23 Feb 2018

COURSE SCHEDULE					
	Day 1	Day 2	Day 3	Day 4	Day 5
Morning	Opening Session	II. Product Options (1-6 sessions) 4. Savings 5. Long-term Savings and Micropensions 6. Microenterprise Loans 7. Housing Loans 8. Emergency and Consumption Loans	3. Developing New Markets	III. Serving Specific Market Segments (continued)	23. Delivering a Diverse Product Portfolio (cont.)
	I. Preparing for Diversification 1. Understanding Product Diversification		III. Serving Specific Market Segments (1-6 sessions) 14. Targeted Microfinance 15. Pre-Microfinance for the Poorest 16. Microfinance for Youth		
Afternoon	2. Managing Product Development	9. Leasing 10. Money Transfers 11. Insurance 12. Non-financial Services 13. Grants	17. Microfinance for Women 18. Post-Crisis Microfinance 19. Islamic Microfinance 20. Rural Microfinance 21. SME Finance	23. Delivering a Diverse Product Portfolio	Action Planning Closing Session