



FINCA[®]

Development
Academy

Prospectus

Mid-Level Managers Training
& Development Program



FDA Course Titles

- 1 People Management
- 2 FINCA Values
- 3 Internal Controls & Risk Management
- 4 Business Management
- 5 Financial Management
- 6 Business Essentials

LEADERSHIP TEAMBUILDING INNOVATION
CREATIVITY OWNERSHIP VISION STRATEGY
LEADERSHIP TEAMBUILDING INNOVATION
CREATIVITY OWNERSHIP VISION STRATEGY

Unique Program

- Supports FINCA company mission, vision, and goals by enhancing the knowledge, skills, and attitudes of selected staff
- Provides relevant training opportunities that are easily accessible
- Supports to realizing your full potential
- Provides networking opportunities with employees in various subsidiaries
- Develops and delivers high quality training to support the growth of its employees
- Enable employees to serve as faculty members growth of its employees

Outstanding Facilitators

Classes and training sessions will be delivered by experienced training facilitators paired with subject matter experts sourced from within FINCA.

Practical Application

The objective of the FDA training programs is to change/improve employee behavior in their practical work. Participants will be required to complete a field project demonstrating results in behavioral change and utilization of the new skills and knowledge learned in the program. The key goal is to provide you with the knowledge and tools that enables you to achieve this behavioral change, and which enables your supervisors to observe/monitor/evaluate this behavioral change.



Why FDA?

FINCA has continually maintained a commitment to developing its employees to reach their fullest potential. The FINCA Development Academy (FDA) has been established to meet that commitment.

FDA offers a variety of specialized comprehensive training curriculum designed to enhance the technical knowledge and practical skills to help you strengthen your current skills, learn new skills and provide you with the valuable knowledge to advance and bring your skills up to date. In its first year, the Academy will focus on delivering a core curriculum to address the training requirements of Credit Supervisors and Branch Managers. Curriculum courses for 2013 cover aspects of people management, FINCA Values, business management, financial management, internal controls and other essential skills. Courses will be offered via classroom and on-line seminars, taught by skilled FINCA professionals and experts. Virtual forums will also be made available to continue relevant discussion topics.

As the Academy develops, it will expand its scope inclusive of all Departments within FINCA.

Training and Delivery Model

Courses will offer cognitive and behavioral training approaches through a blended learning experience. The Academy curriculum requires you to complete a combination of classroom seminars followed by an assessment, on-line seminar, guided self-reading and exchange of ideas via on-line discussion forums.

Where does training occur?

For your comfort, classroom sessions will be conducted in a professional training facility to provide an environment free of disturbance. The training facility is furnished with modern training materials and equipment to aid in the learning environment. Your office computer will be equipped with the proper software for virtual seminars and forums.

What kind of support should I expect?

Your Subsidiary Training Manager will work with you to ensure you gain as much benefit from the Academy as possible. It is encouraged to conduct informal reviews on an ongoing basis with your immediate Supervisor and Subsidiary Training Manager to discuss your personal development at the Academy.



"In my opinion, there are a core set of challenges facing the industry—scaling microfinance to

reach the three billion people living in poverty; transitioning into and operating regulated deposit-taking financial institutions; remaining sustainable in the face of increasing regulation and government involvement; and the unethical behavior of some Microfinance Institutes (MFIs). We are addressing the first three of these issues through the FINCA Development Academy, an in-house training institution that will professionalize our workforce in the coming years ensuring that we have the human capacity to surmount the challenges we face."

RUPERT SCOFIELD



"FINCA's success depends on our people. We can have the best products, be in the best markets, and

have the best infrastructure, but if the entire team isn't constantly challenging itself to get better, our success will be temporary.

"The FINCA Development Academy offers FINCA's team the opportunity to be its best: it brings together the most talented minds of our network, in an environment where they can freely challenge each other and themselves to learn and grow. Investing time and effort in the FDA will yield dividends for all of us, not just in terms of performance, but also by creating tangible evidence of how important we are to each other.

Just as FINCA invests in the success of its clients through services, impact and outreach that help them to achieve financial health, we invest in the team that makes all of this possible."

ANDREE SIMON, COO, FINCA INTERNATIONAL



In addition to the course materials you will receive at the classroom sessions, you will also have access to:

- Guided self-study readings including additional reading materials accessible from the research library

Participation to on-line learning forums including:

- Virtual seminars
- Virtual discussion forums
- Support of your peers with opportunity to advance your career

How much time should I commit?

FDA curriculum takes place over the course of 18 months including mandatory participation in 25–30 classroom seminars days. Outside of the classroom seminars, FDA recommends to dedicate a minimum of 2 hours per week, over the course of 18 months. This work will include self-guided readings, participating in virtual on-line seminars and discussion forums as well as reflecting on your own personal growth. The ongoing study is designed to complement the classroom seminars with mentorship and job coaching opportunities.

Who can participate?

In its initial stages, FDA will address its efforts to the training needs of mid-level subsidiary managers, with a focus on operations—specifically Credit Supervisors, Branch Managers, and Regional Managers. It is envisioned that enrolment in the FDA program (and completion of the relevant certification processes) will be mandatory for Credit Supervisors and Branch Managers, including all current personnel.

As part of the orientation process you will have the opportunity to meet with the Subsidiary Training Manager to undertake an assessment of your training needs against the competencies required for your particular role. This will then form the initial stage of your continuing personal development plan.

Your nomination to enroll to FDA Program is done from your Supervisor. However, this is not automatic. You will have to earn the nomination through demonstrating loyalty to organization, dedication and hard work. We expect that after the training, your improved skills and new behaviors learnt at the training, be implemented to further the development of your branch and FINCA.

The Academy program requirements and time commitment must be discussed and agreed with your immediate Supervisor and Subsidiary Training Manager. A training and development program will begin with the appropriate course track as decided and agreed upon with your immediate Supervisor and Subsidiary Training Manager.

Course will be taught in FINCA's four operational languages which are: English, Russian, Spanish and French. In order to accommodate FDA participants, simultaneous translation will be offered.

Featured Faculty Members



Nazim Aliyev is a Chevening scholar and holds a post graduate diploma in Human Resource Studies

from the Institute for Development Policy and Management (IDPM) of the University of Manchester, UK, and an undergraduate degree in Economics from the Azerbaijan State Economics Institute.

In Azerbaijan, Nazim is known as the 'father of microfinance,' having played a key role in establishing no less than five of the first microfinance institutions in the country between 1996 and 2001, and later serving for years as the Chairman of the Azerbaijan Microfinance Association.

Currently Nazim is serving as the Eurasia Regional Training Manager providing essential support to Eurasian subsidiaries in building staff capacity through design, development and delivery of tailored professional training programs.



Ella Beavers, currently serving as the FDA Implementation Manager. Ella is a highly regarded professional with

a long standing career in the fields of microfinance development, financial institutions management, and strategic leadership. She is an ABA Stonier School of Banking Graduate, and has earned recognition for her contributions to International Development, the management of several microfinance institutions, and governance of associations that she serves as a Board Member. Ella joined FINCA International in August 2006 as the Chief Operating Officer of FINCA Azerbaijan, after which she was appointed Chief Executive Officer of FINCA Kosovo. Her hands-on experience from the field operations is a tremendous benefit to FDA.

What is the enrollment process and how can I apply for FDA?

The enrollment to FDA will be structured and administered through the Learning Management System. Based on initial approved selection criteria, the Regional Training Managers will request from subsidiary Management Boards a list of candidates who meet the criteria to be enrolled in the FDA Courses. The selection criteria will be posted in the Subsidiary bulletins when it becomes available. Subject to class limits, each nomination proposed by subsidiaries will be considered for approval. If nomination is approved by the Regional Training Manager, the RTM notifies the respective subsidiary COO and HR manager of the selected candidates. Upon approval by the COO / HR manager, the FDA Administration Office will approach the nominee with an official invitation and invite him/her to formally apply to the Academy, using the on-line application process (if this is available) or completing a paper application and submitting it to the Subsidiary Training Manager.

Once the nominee has created the profile and submitted the application form, the Academy administration officer will approve the application and admit the participant in the Learning Management System. The LMS will automatically manage any further communication between the participant and the FDA administration.

Enrolment is accepted on rolling basis and is generally limited to 16 participants per classroom seminar.

How is my work assessed?

Prior to beginning a session, you will be directed to a pre-test. The pre-test assesses your knowledge of the material and ensure your classmates, from the various FINCA subsidiaries, encompass a similar comprehension and experience level. A test will be provided after each course which will be compared against your pre-test. It is required to successfully complete a course and each test before moving to the next course.

Failure to pass a course may result in probation or disqualification from the Academy.



Featured Faculty Members



*Elijah Mulwa,
An Honors graduate
in Education
and Economics,
University of
Nairobi, and a*

Post Graduate Diploma in Human Resource Management. Elijah is Micro finance specialist with 14 years of experience working with K-Rep Bank (Kenya), Equity Bank (Kenya) and Accion Micro Finance Bank (Nigeria). He joined FINCA in 2011 and currently he is the Regional Training Manager, based at the Africa hub, in Kampala, Uganda. Elijah joined FDA in 2011 and has been a valuable member ever since. He is currently developing the "Managing Self" Module of FDA's "People Management" Course, which focuses on gaining an understanding of one's management style and behaviors in order to effectively manage others. It outlines the importance of communication and leadership skills in building and sustaining relationships and provides practical solutions to managing and leading people in a diverse workplace.

What is the Certification Process?

Certifications are awarded in recognition of successful completion of each program Course, full attendance and active participation in the virtual seminars and forums.

Each student will be certified for Knowledge and Applied Learning and will receive two certificates, a Knowledge Certificate and an Applied Knowledge Certificate for each Course. In total for 6 Courses the students will receive 12 certificates.

Knowledge Certification

To receive a Knowledge certificate the participant must:

- Have participated in all Modules and sessions 100% of the time
- Has completed the Pre and Post Tests (there will be one pre/post- test for each session or Module depending on the content)

Applied Knowledge Certification

Your Knowledge Certificate demonstrates your qualification for an Applied Knowledge Certificate. A Commission will evaluate your eligibility to receive the Applied Knowledge Certification.

In order to acquire a the Applied Knowledge Certificate, the following requirements must be:

- Awarded a Knowledge Certificate; and,
- Six months work experience after receiving your Knowledge
- Certificate demonstrating commitment, work and result in an Action

Plan that you will develop during the classroom sessions (instructions on the Action Plan development will be given during the training).

After a six month period of receiving your Certificate of Achievement, you must:

- Demonstrate your performance by utilizing new skills and knowledge learned from the training curriculum; and,
- Successfully complete a case study to the FDA Commission.

At the successful completion of the final course (twelfth certificate) the student will be provided a Graduation Diploma.

Certification Levels:

In order to increase interest and provide more incentives to graduate, the program will have three Certification Levels:

WHITE RIBBON – 4 Certificates
GRAY RIBBON – 8 Certificates
RED RIBBON – 12 Certificates

You will have the opportunity to communicate tools, techniques, and strategies used as a result of your experience at FDA.

Additional certificates may be awarded for outstanding academic work, effort and commitment.

Mid-Level Manager Curriculum Overview

The Mid-Level Training and Development Program is comprised of Six Courses and 19 Modules. Attached to this prospectus you may find the Course Catalogue which gives detailed description of each Course offered and their objectives.

FINCA Development Academy (FDA)

MID-LEVEL MANAGER TRAINING AND DEVELOPMENT PROGRAM

| | | |
|--|---|-------------------|
| COURSE ONE: People Management | | 5 (7) Days |
| Module 1 | Managing Change | 1 Day |
| Module 2 | Managing Self | 1 Day |
| Module 3 | Conflict Resolution, Selecting and Interviewing | 1 Day |
| Module 4 - P1 | Performance Management, Part 1 | 1 Day |
| Module 5 - P2 | Performance Management, Part 2 | 1 Day + 1 |
| COURSE TWO: FINCA Mission and Values | | 2 Days |
| Module 1 | FINCA Mission, Vision and Values | 0.5 Day |
| Module 2 | Microfinance Industry and Future Challenges | 0.5 Day |
| Module 3 | Client Protection and Social Performance | 1 Day |
| COURSE THREE: Internal Controls and Risk Management | | 2 Days |
| Module 1 | Management of Internal Controls | 1 Day |
| Module 2 | Enterprise Risk Management | 0.5 Day |
| Module 3 | Credit Risk Management | 0.5 Day |
| COURSE FOUR: Business Management | | 5 Days |
| Module 1 | Marketing Basics and Customer Service Management | 2 Days |
| Module 2 | Business Processes Management | 1 Day |
| Module 3 | Credit Technology | 1 Day |
| Module 4 | Retail Banking: Savings and Deposits Mobilization | 1 Day |
| COURSE FIVE: Financial Management | | 3 Days |
| Module 1 | Basics of Accounting and Cash Handling | 1 Day |
| Module 2 | Financial Modeling, Planning and Budgeting | 1 Day |
| Module 3 | Branch Financial Analysis | 1 Day |
| COURSE SIX: Business Essentials | | 2 Days |
| Module 1 | Business Communication | 0.5 Day |
| Module 2 | Business Analytics | 1 Day |
| Module 3 | Time Management | 0.5 Day |

FDA Vision

Increase the speed, quality and sustainability with which FINCA achieves its global mission by developing the knowledge and skills of key staff members and creating the organization's leaders of the future.

FDA Mission

Deliver systematic, high quality training to FINCA staff members, through a curriculum that is in full alignment with the ongoing needs of FINCA's business. The FDA participant certification process will reinforce FINCA's Performance Management System, enabling the organization to identify high potential talent and prepare people for career advancement.