

# Africa Microfinance Growth Centre

## A Unitus & FSD Partnership

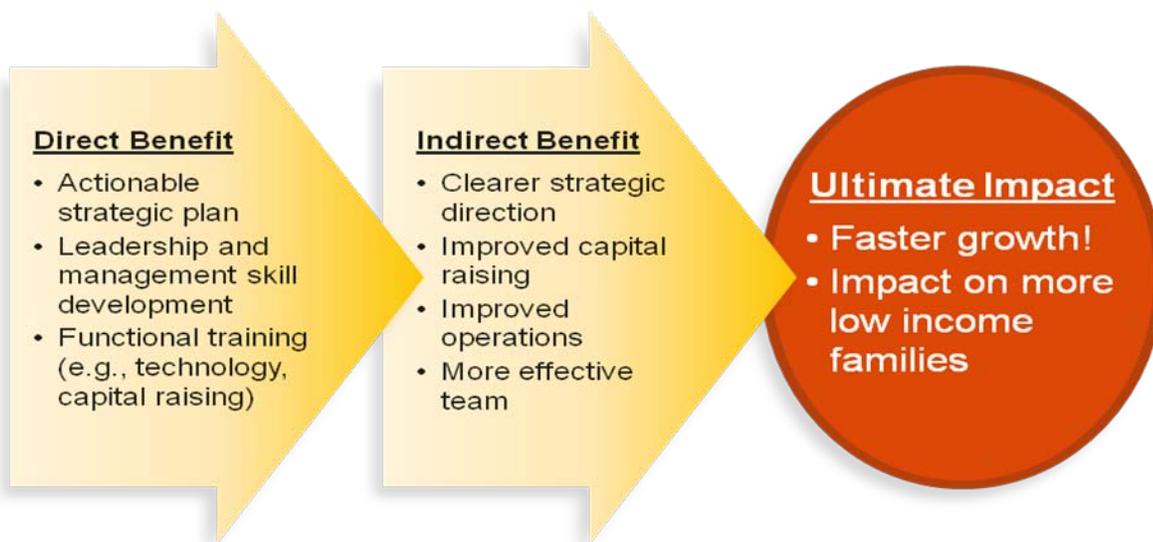
### Overview

The Africa Microfinance Growth Centre is an 18-month leadership development programme for CEOs of microfinance institutions (MFIs)<sup>1</sup>, initially in East Africa, designed to help MFIs grow by improving strategy, leadership skills, and execution ability. The Growth Centre, a Unitus and FSD partnership, seeks to rapidly expand the financial services available to low-income families<sup>2</sup> with an initial focus on Kenya and Tanzania. The Growth Centre will improve MFI performance through leadership and growth workshops, functional training, an on-site strategic planning session, and access to a peer network. Unitus invites early-stage MFIs in Kenya and Tanzania that currently serve low-income families to apply for the Growth Centre. The Africa Microfinance Growth Centre is made possible through the financial support of FSDK, Omidyar Network, The Boeing Company, and SV2: Silicon Valley Social Venture Fund.

Interested MFIs who meet the criteria outlined in the “Who Should Apply” section below are invited to submit applications to participate. Applications are due by end-of-day Friday May 08, 2009 and demand is expected to be high so please apply early. This will be a competitive process and scholarships will be granted to those accepted.

### Benefits of the Growth Centre

The Growth Centre supports CEOs in overcoming key barriers to growth through improved strategy, leadership skills, and execution ability. These improvements will empower CEOs to lead their MFIs towards faster growth and *ultimately* greater impact on low-income families. The expected direct, indirect and ultimate impact is as follows:



<sup>1</sup> Microfinance institution includes any institution providing financial services to the poor, including NGOs, non banking finance companies, SACCOs, and other providers

<sup>2</sup> Families living on less than \$2USD/day

## Growth Centre Programme

Selected CEOs will participate in an 18-month programme starting July 2009 that includes workshops, training, an on-site strategic planning session, and access to a peer network of CEOs. Off-site workshops and trainings will be held in both Nairobi and Dar es Salaam. *Participants must commit to attend the workshops and trainings off-site from their institution in addition to a 3-day on-site strategic planning workshop with their management team and select board members.* The success of the programme depends on strong commitment from all MFI participants. While the Growth Centre targets CEOs, other select senior managers may be invited to attend on a case-by-case basis. Specific programme components include:

- **Leadership and Growth Workshops:** Five 1-3 day workshops focused on building strategic awareness and developing leadership and management skills. The workshops will take place from July 2009 to January 2010 (9 days total)
- **Functional Training:** Five 1-day trainings on topics selected by the participants. Potential topics include:
  - Deploying technology to drive growth
  - Managing capital raising process for optimal results
  - Driving performance in people-intensive business
 The trainings will take place from December 2009 to December 2010 (5 days total)
- **Peer Networking:** Opportunities to network with CEOs and management team peers through the workshops, trainings and special networking events
- **On-Site Strategic Planning Session:** A 3-day on-site strategic planning session facilitated by Unitus with the MFI's management team and select board members

## Who Should Apply

We encourage applications from the CEOs of entrepreneurial, early-stage MFIs in Kenya and Tanzania that serve low-income households, have aggressive growth targets and focus on sustainability. The successful CEO applicant leads an MFI that looks like the following:

Criteria	Target Profile of the Microfinance Institution (MFI)
<b>Focus on untapped markets</b>	<ul style="list-style-type: none"> <li>▪ Existing rural operations and/or unique financial products and services to reach poor households</li> </ul>
<b>Early Stage</b>	<ul style="list-style-type: none"> <li>▪ At least 1 year of operations, 2,000 to 50,000 clients</li> <li>▪ Exceptions will be made for startup MFIs that have an experienced management team</li> </ul>
<b>Performance</b>	<ul style="list-style-type: none"> <li>▪ Demonstrated client growth</li> <li>▪ Portfolio at Risk &gt; 30 days less than 15%</li> <li>▪ Close to profitability, and positive trend in OSS</li> </ul>
<b>Poverty Focus</b>	<ul style="list-style-type: none"> <li>▪ Most clients live on less than US \$2/ day</li> <li>▪ Financial products are designed to meet the needs of low-income households</li> </ul>
<b>Leadership</b>	<ul style="list-style-type: none"> <li>▪ Experienced CEO</li> <li>▪ Commercial mindset</li> </ul>
<b>Governance and Board Vision</b>	<ul style="list-style-type: none"> <li>▪ Board with a commercial vision</li> <li>▪ At least one year of audited financial statements</li> </ul>
<b>Growth Plan</b>	<ul style="list-style-type: none"> <li>▪ Plan to grow at least 3x in 3 years</li> </ul>
<b>References</b>	<ul style="list-style-type: none"> <li>▪ Successful reference checks</li> </ul>

## **Selection Process and Timeline**

To apply to the Growth Centre, **please complete the accompanying application and email it to [growthcentre@unitus.com](mailto:growthcentre@unitus.com) by end-of-day Friday May 08, 2009.** Applications will be reviewed through a screening process. MFIs that meet the above criteria will be shortlisted and notified for interviews. The time table is as follows:

<b>Application Process</b>	<b>Date</b>
<b>CEO submits application</b>	End of Day May 08, 2009
<b>Interviews with the CEO of shortlisted MFIs in Nairobi or Dar es Salaam</b>	May 11 to May 22, 2009
<b>MFIs are notified of acceptance</b>	June 26, 2009
<b>Engagement Letter signed with MFI</b>	July 03, 2009
<b>First workshop starts!</b>	Late July 2009

## **About Unitus**

Unitus, an international nonprofit organization, fights global poverty by accelerating the growth of microfinance—small loans and other financial tools for self-empowerment—where it is needed most. Unitus partners with young, high-potential microfinance institutions helping them build capacity, attract capital, and unite with the greater partner network to achieve rapid, sustainable growth. In just 7 years, Unitus has helped its partners serve more than 7 million families throughout India and Southeast Asia, East Africa, Mexico, and South America.

Unitus received *Fast Company's* Social Capitalist award in 2006, 2007, and 2008. Unitus is a 501(c)3 with offices in Seattle, Washington, Bangalore, India, and Nairobi, Kenya. For more information, please visit [www.unitus.com](http://www.unitus.com).