



# National University of Science and Technology

The CENTRE FOR CONTINUING EDUCATION

in partnership with the

ZIMBABWE ASSOCIATION of MICROFINANCE INSTITUTIONS

are offering

## EXECUTIVE CERTIFICATE IN MICROFINANCE and ENTREPRENEURSHIP COURSE



### Course Objectives

This is the 2<sup>nd</sup> intake/edition of the Executive Certificate in Microfinance and Entrepreneurship (ECIME) after recently completing a very successful 1<sup>st</sup> intake which was offered for a six month period from February to July 2018. ZAMFI as the apex board for the majority of MFIs in the country is aware of the fact that MFIs do face a myriad of challenges both at strategic, institutional and market levels. The most pressing issues do relate to control of credit risk, over-indebtedness, quality of management & business planning, risk management among others. In partnership with NUST CCE, ZAMFI has therefore managed to design a world-class microfinance program meant to expand the knowledge, skills and insights of microfinance practitioners so as to be able to steer their MFIs towards high performance execution. The first block for this 2<sup>ND</sup> Intake shall run from 15 September to 20 December 2018. You are therefore encouraged to apply to be enrolled for this well designed microfinance program of first choice.

### Target Group :

Microfinance practitioners, staff members of microfinance institutions, banks with microfinance & SME's Business Units, entrepreneurs of small to medium enterprises, employees of government department and NGOs involved in running microfinance projects for the marginalized communities.

**Duration:** 6 months split into 2 x 3 months blocks. Weekend Classes: Saturday and Sunday.

**First Block** runs from 15 September 2018 to 20 December 2018

**Application Fee:** a non-refundable fee of \$10.00

**Tuition Fee:** \$80 per module i.e. \$320.00 per block. A payment of half deposit of \$160.00 shall be accepted with the balance payable within three months period.

**Educational Loans:** Participants facing challenges in raising fees can approach commercial banks offering state university educational loans for students.

**Application/Registration forms:** these are available at the NUST-CCE & at ZAMFI Bulawayo

**Registration and Payment of Fees deadline: 12 September 2018.**

***NB The course program is currently being offered at Bulawayo NUST CCE offices only for now.***

### **Contact Details**

**NUST-CCE**

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**ZAMFI Bulawayo Region Office**

Mimosa Building (opposite Bulawayo Centre )  
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Bulawayo  
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The 2018 classes will run on a block/semester basis as follows:

<b>1<sup>st</sup> Block/Semester</b>	<b>2<sup>nd</sup> Block /Semester</b>
<b>Date : 15 September 2018 - 20 December 2018</b>	<b>Date : 9 February 2019–31 May 2019</b>
<b>Modules :</b> <ol style="list-style-type: none"><li>1. Fundamentals of Microfinance</li><li>2. Principles of Entrepreneurship</li><li>3. Microfinance Lending and Credit Risk Management</li><li>4. Financial and Social Performance Analysis for Microfinance Institutions( MFIs)</li></ol>	<b>Modules :</b> <ol style="list-style-type: none"><li>5. Small Business Risk Management</li><li>6. Regulation and Supervision of Microfinance Institutions</li><li>7. Market Research and Marketing of Microfinance Services</li><li>8. Strategic Business Planning for Microfinance Institutions(MFIs) and SMEs</li></ol>

## **LECTURER PROFILES**

### **Mbekezeli Mthunzi**



Mbekezeli Mthunzi is a versatile executive in banking, business management and development with over 10 years' commercial banking experience, over three years' business consultancy experience and over 11 years as a development finance practitioner. The ability to always see the bigger picture and having sufficient agility has seen him making massive contributions to economic development through microfinance and value chain financing. He has vast experience in the financial services sector, having been practically involved in this area during his tenure at the various financial institutions as well as within the development finance sector. This experience has further been enhanced by the intensive work done within the microfinance sector where he has established himself as an authority within the sector. His professional experience straddles all the key sectors of national and international development which includes banking, private business consultancy and economic and social development. Through this he has not only demonstrated flexibility and ability to adapt to various contexts and situations, but has also built a wide network of relationships. He is a self-driven, results-focused individual with proven ability to create and sustain relationships.

**Courses Allocated : Fundamentals of Microfinance, Small business Risk Management, Market Research and Marketing of Microfinance Services**

#### **Fundamentals of Microfinance**

The course seeks to provide a broad background and understanding of microfinance covering the following critical areas:

- Definition of MF
- It's link with the poor
- Role of government/regulatory authorities, donors, private sector, apex organisations etc.
- MF products/services
- Challenges faced by the sector
- Guiding policies and guidelines

#### **Small Business Risk Management**

The course seeks to provide an insight to microfinance practitioners on the risks faced by small businesses and ways through these risks can be mitigated. This is because the small businesses

form the core of the clientele of microfinance institutions and thus understanding the risks they face is key for any funder as they develop responsive products to their clientele. Key areas that will be covered will include:

- Understanding various types of risks
- Ways/methods of mitigating them
- Evaluation/measurement of the risks
- Development of systems/procedures for managing risk

### **Julius Tapera**



Julius Tapera is a seasoned Strategic Management Consultant with over 16 years' experience, of which 8 years were spent in the financial services sector, with exposure to both microfinance and main stream banking and the other 8 years in training and development, as a private consultant and also as a university lecturer. Currently he is employed as the Director, Quality Assurance at Lupane State University. Prior setting up (in March 2016) and running the Quality Assurance Directorate at Lupane State University, he was a Lecturer and Chairperson of the Department of Accounting and Finance in the Faculty of Commerce at the same institution since November 2010. Mr. Tapera is an ardent researcher who has published several journal articles in referred journals in the management discipline. He holds an MBA and a Bachelor of Commerce Honors Degree in Management, both from the National University of Science and Technology (NUST), and is currently studying for a Doctor of Philosophy (PhD) Degree in Strategic Management with Chinhoyi University of Technology. Mr. Tapera is a member of the Institute of Directors of Zimbabwe (IODZ) and the current Chairman of the Bulawayo Business Opportunities (BBO) Board of Directors. He is also a member of the Confederation of Zimbabwe Industries (CZI) Matabeleland Chapter sub-committee on Special Economic Zones (SEZs). He has facilitated strategic planning workshops for the Zimbabwe Energy Workers' Union (ZEWU), Mpilo Central Hospital, Bulawayo Polytechnic, Gweru Polytechnic, and the Microfinance Advisory Council (MAC). He has also participated in strategic planning workshops for various organizations including Premier Finance Group (now Ecobank), and Lupane State University. He has been in the Lupane State University Strategic Planning Committee since 2012, taking a leading role in the University's strategic planning and implementation. He has also carried out training needs analyses for various organizations, subsequently developed training material and conducted training workshops to address the identified training needs. Some of the organizations for which he has carried out training needs analysis and conducted training workshops include SNV Zimbabwe, National Railways of Zimbabwe (NRZ), Lupane State University (LSU), Lupane Women Centre, Marketers' Association of Zimbabwe, (MAZ), Bulawayo Chapter, and Southern African Association of Accountants (SAAA). Mr. Tapera offers business advisory

services to various SMEs in different sectors of the economy including manufacturing, mining, agriculture, and services sector.

### **Courses Allocated: Principles of Entrepreneurship, Strategic Business Planning for MFIs and SMEs**

#### **Principles of Entrepreneurship**

The course aims to impart entrepreneurial skills to both the entrepreneur and the micro financier. In a dynamic operating environment, the entrepreneur needs to be proactive, adaptive, develop the expertise to identify opportunities and strategies on how to maximize wealth creation and ensure business sustainability. For the micro financier to understand what he/she is financing in an enterprise there is need to appreciate the entrepreneur's mind. Through this course, the knowledge and skills gap between the entrepreneur and the micro financier is bridged.

#### **Strategic Business Planning for MFIs**

Traditionally, strategic planning has been viewed as a preserve for large corporate. Conversely, the reality is that one of the things that will bring about sustainable growth among the MFIs and SMEs is clarity of vision, mission, values, goals and objectives for the business. In this course, all these issues are covered. In addition, there is a focus on imparting environmental scanning skills, development of SMART business objectives, effective implementation of these goals, monitoring and evaluation. Upon completion of this course, it is envisaged that each participant will walk away with a draft strategic plan for his/her organization

#### **George Nhepera –**



George Nhepera is a holder of a Masters in Finance and Investment, degree in Banking and a certificate in Digital Money (USA) , with over 17 years of working experience, 11 of which was with Reserve Bank of Zimbabwe as a Bank & Microfinance Examiner (Analyst).

He has deep knowledge and expertise in both MFI financial and social performance analysis, onsite and offsite assessment of banks & MFIs, financial analysis; Banks & MFIs risk management, credit and market risks assessment, compliance monitoring and corporate governance. He is abreast with current sound international microfinance practices and has provided technical assistance to local MFIs in key areas of funding strategies, interpretation of laws governing the banking and microfinance sector, new product development and market research.

Mr. Nhepera is also a part-time lecturer, since 2011, at a local university teaching courses in Risk Management, Credit Risk Management, Bank Licensing & Supervision, Financial Analysis, Agriculture Finance and Agriculture Risk Management. He was recently assigned duties of a

part time Research Supervisor Assistant at Southern Africa Association of Accountants.(SAAA) He has carried out consulting assignments in MFIs and for the central bank of Zimbabwe and Lesotho with distinction and success.

Currently he is the Regional Microfinance Coordinator at ZAMFI-Bulawayo Region, in charge of key functions such as MFI performance monitoring, compliance with laws and regulations, chapter meetings, workshops, research and rural microfinance initiatives.

**Courses allocated: Financial and Social Performance Analysis for Microfinance, Regulation and Supervision of MFIs**

**Financial and Social Performance Analysis of MFIs:** To provide techniques and tools to be able to assess with accuracy both financial and social performance of an MFI. This will subsequently be able to inform key stakeholders such as board of directors, donors, regulators and investors, of the organization's financial health condition.

**Regulation and Supervision of Microfinance Institutions:** To keep MFIs on a health and sustainable growth path, the rationale for regulation and supervision of microfinance institution must be understood by all stakeholders in the microfinance industry. MFI that seeks to comply with rules, standards and principles relevant for their industry stand to be rewarded with investor and client's confidence in its leadership as well attraction of capital to fulfill its financial and social goals.

**Tendekayi Mutambanadzo**



Tendekayi Mutambanadzo is a holder of a degree in Banking and a Masters in Banking and Financial Services, and currently enrolled for PhD in Banking and Finance with Midlands State University in Zimbabwe. He has over 15 years of working experience, 10 of which were with various banks specializing in loans and advances.

He has deep knowledge and expertise in consumer and corporate lending techniques. Mutambanadzo is also a lecturer at NUST, teaching Risk Management and Consumer and Corporate Lending.

**Courses: Microfinance Lending and Credit Risk Management: Overall Course Objective:**

This course introduces students to lending and loan process management, loan approval process and disbursement, delinquency management and recoveries.