

CDN Management Institute (CDNMI)

Introduction

- The purpose of the Institute is to provide management training for managers and specialists in the financial services industry in the Caribbean.
- The Institute is owned and promoted by SME Caribbean Development Finance Ltd (SME Devfin) which operates as a small, private sector development bank.
- CDN Management Services Ltd successfully promoted high-level management training seminars in Port-of-Spain since 1998 and passed this on to SME Devfin 2008. The precursor to that business was a series of two week training courses in development banking held annually in Tobago. CDNMI will continue this tradition by including SME Banking courses and by incorporating into its framework the Caribbean Microfinance Training Institute.
- CDNMI has training facilities in POS, Georgetown and in Grenada, with full scope, multi-point video-conferencing for web-based demonstrations and training in software applications. The POS centre has simultaneous translation facilities in three languages.
- CDNMI is operated on a financially self-sustaining basis that requires the full recovery of all direct and indirect costs and management fees.

Objectives

Our goal is to facilitate short-term, focused training in specialised subject areas within core disciplines in the financial services industry in the Caribbean. The objective of every seminar is to provide knowledge and insights, encouraging participants to develop and practice skills to be functional in the subject area at the end of the seminar.

Scope of activities

To achieve its objectives, the Institute shall perform the following scope of activities:

- Ongoing development of specialized training programmes, workshops and conferences for professionals and practitioners engaged in various aspects of microfinance
- Organization and delivery of high-quality, effective programmes, workshops and conferences that shape microfinance in the region

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- Creation of a network of academics, practitioners and other interest groups who together form a supportive and close-knit learning community in order to contribute to research and new ideas
- Dissemination of information to network via a website, email, newsletter and workshops to support best practice and capacity building
- Improve donor effectiveness in supporting training and education in microfinance in the Caribbean

Values and Principles

The following values and principles provide the context within which the Institute will achieve its purpose:

- Believing in the power of learning and information-sharing to improve our communities
- Striving for operational excellence in achieving our purpose
- Challenging participants and faculty to blend their experiences, skills, and interests with new information to improve and expand the services offered
- Maintaining a closeness to field practice
- Respecting cultural diversity as a prerequisite to learning
- Operating with ethical standards and integrity

Business Framework

The business framework of the CDNMI is as follows:

- General Management
- SME Banking
- Microfinance

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Caribbean Microfinance Training Institute

Article 1 –Mission

1.1 The mission of the Caribbean Microfinance Training Institute (hereinafter known as CMTI) is to:

- Establish a network of partners with the common purpose of extending the reach of microfinance in the Caribbean through the exchange of ideas, discussion of needs and identification of opportunities for innovation
- Provide a gateway that facilitates the flow of information from various sources and also provides for communications among the partners
- Provide consultancies, focused exclusively on the global needs of the partners
- Establish a network that facilitates training, staff development and attachments for staff, to encourage the sharing of expertise and techniques;
- Increase access of the poor to financial services by means of sustainable linkages between financial institutions and NGOs and self-help groups
- Provide access to information that increases knowledge about best practices in the provision of microfinance services, capacity-building and technological upgrading for MFIs.
- Document and demonstrate the successes and lessons learned in the provision of microfinance services achieved by Caribbean MFI in order to improve policy and practice in the field more generally.
- Influence (via workshops and roundtables) the policies and practices of governments, monetary authorities, financial sector institutions and NGOs through research, advocacy, policy dialogue, awareness-building and information-sharing.

In that context, the CMTI presents itself to regional and international institutions as a Forum for discussing needs and proposed activities and programmes, as a Channel of communication and as a Co-ordinator of training programmes and events where required.

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Article 2 – Scope of the Institute

2.1 General Management

- Corporate credit analysis
- Financial Risk Management
- Enterprise Risk Management
- Marketing & Customer Relationship Management
- HR management
- Project Management (certification course)
- Corporate Governance
- Basle 2 ; IAS 32 and 39 and IFRS 7

2.2 SME Banking

- All General Management courses
- Credit analysis and SME rating models
- SME loan structuring
- Diagnosis of technical assistance needs

2.3 Microfinance

- Resident Training & Research Consultant/Manager - Research programme / MFI advisory services
- Three to five day seminars covering a full range of relevant subjects
 - Principles and Best Practices
 - Loan origination and appraisal methodologies
 - Cash flow analysis ; Collections
 - Legal procedures
 - Marketing & Client Relationship Management
 - New products and services
- Accounting policies
- Internal controls

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In all programmes, the Institute shall employ the following methods to ensure practical learning, immediate adoption of new skills and a high level of participation.

- Engaging lectures with a flexible variety of formats
- Use of case studies that replicate real life situations
- Group exercises that encourage the sharing of experiences and perspectives
- Examination and testing to ensure a deep and immediate understanding and appreciation of programme contents
- Use of “graduate” apprentice programmes to provide field training

Article 3 – Management Advisory Board

The Caribbean Management Institute is governed by the Board of SME Devfin, which shall appoint for the CMTI, a Management Advisory Board to exercise such other powers as are herein conferred upon it, or may from time to time be delegated by the board of directors including establishing the policy and procedures for the CMTI.

3.1 Composition

The Management Advisory Board shall consist of five members appointed for two year periods.

3.2 Responsibilities

The function of the Advisory Board will be to:

- Recommend broad policy guidelines for approval of the Board and approves the CMI budget and the plan of operation for the CMTI in conjunction with donors
- Contribute to the development of an annual strategic plan
- Attract and retain faculty that have hands-on business experience as consultants, entrepreneurs, investors, advisors, board members, and executives
- Review performance of the Faculty of the Institute
- Co-ordinate donor support
- Commission independent evaluations of the Institute and oversee the implementation of recommendations contained therein

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Article 4 - Management

Caribbean SME Development Finance Ltd. will appoint a Manager who shall be responsible for implementing the strategic plan approved by the Advisory Board. This will involve:

- Creating a schedule of programmes for each calendar year
- Arranging and conducting training programmes, conferences and workshops as directed by senior faculty members
- Submission of annual budget for approval by the Board of Caribbean SME Development Finance Ltd.
- Creation of annual newsletter including but not limited to highlights on the achievements of the Institute, the contribution of donors and advertisements of up-coming programmes
- Maintenance of website and blogs
- Reporting to the Advisory Board on activities and execution of strategic plan
- Contributing to research or development of programs as directed by senior members of the faculty

Article 5 – Membership

5.1 Members

The Management Advisory Board will maintain a register of microfinance institutions (MFI) in the Caribbean who have participated in CMTI's training activities and express a commitment to participate in future activities. Such MFI shall be regarded as “members” of the CMTI for so long as they work towards achieving the CMTI's objectives and participate in the training seminars.

5.2 Member Benefits

- Use of the CMTI name and logo, under circumstances approved by the Management Advisory Board publications and letterheads
- Receipt of newsletters, publications and technical materials produced or sourced by the CMTI, regionally and internationally
- Subject to the availability of resources, access to technical assistance for initiating or developing operational improvements
- Participation in national and regional program activities conducted by the CMTI, including meetings and workshops.

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5.3 Associated Institutions

Institutions that satisfy the criteria specified by the Management Advisory Board may be invited to participate in CMTI's activities as associated institutions. The Institute recognizes partnerships as fundamental and is organized in partnership with regional organizations such as the Caribbean Microfinance Network and other international institutions including:

Financial Institutions

- Multilateral Investment Fund
- European Investment Bank
- Caribbean Development Bank

Microfinance agencies

- ACCION
- Microrate
- DFC
- CRISIL