TRAINING CATALOGUE ON IMPACT INSURANCE

Building practitioner skills in providing valuable and viable insurance products

2017
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The ILO’s Impact Insurance Facility

The International Labour Organization’s (ILO) Impact Insurance enables the insurance industry, governments, and their partners to realise the potential of insurance for social and economic development. We bring to the table seven years of experience in managing insurance innovation with 60+ partners, connections to an extensive network, a qualified technical team, leadership in customer-centricity, and the largest one-stop shop for inclusive insurance know-how.

Our capacity building approach

We follow an integrated approach in building capacity, working at both global and local levels to make our efforts more sustainable and impactful. At the global level, we are developing an executive education course on inclusive insurance in partnership with a world-renowned university. At the local level, we are collaborating with local and regional training institutes as part of our certification program to enable these institutes to offer ILO-developed courses in their countries.

Depending on the context, we enhance our training activities with other interventions such as fellowships and coaching, knowledge sharing and peer exchange activities, and intense dialogues among key stakeholders. We work hand in hand with other international players on the ground to ensure alignment and coordination of all efforts geared towards developing inclusive insurance markets.

Our training approach

Our training courses have been carefully identified and designed based on a thorough assessment of practitioner needs. Each course leverages the wealth of knowledge we have amassed from our years of experience working with partners globally. All courses are delivered by top-notch trainers using adult learning methodologies that have proven to increase knowledge retention and encourage immediate skills application. It uses a careful combination of cases, group discussions, lively debates and learning exercises, role plays and games, with lectures kept at minimum. Action plans are embedded throughout the sessions for quick reflection of how lessons can be applied to the actual work environment of each participant.

Our approach to training has been lauded both by training participants and local trainers that undergo our certification program, with our courses receiving an average overall satisfaction rating of 4.6 (5 is highest).
What our training participants say

“No doubt, the training is having a great impact in my day-to-day. With the tools learned, we have progressed both in the conception and design of products as well as in pricing microinsurance. I’m very pleased to inform that we now have new clients in our portfolio and we are looking for even more innovative solutions to attract more customers.”

Participant, “Unlock the demand for your products: How to deliver what your clients see as value”, Mozambique

“My experience was fantastic. The course has complemented the efforts I have put in place over the last several years making a case for a business concept in microinsurance. Insurance companies should encourage staff to take up such courses and develop their offer”.

Participant, e-learning module on “Market research for microinsurance”

“The training method is really detailed very well and it will make the life of the trainer easier. The ILO trainers are very much into details of each training module and all the insights were more than useful.”

Participant, training of trainers on “Introduction to microinsurance”, Nigeria

“It was up to perfection, as we have understood insurer issues, problems and opportunities, the strategy for MFIs, and the way forward.”

Participant, “Pathways to improving your MFI’s microinsurance offering, Pakistan

“I really like the team participation and interactive presentation. It encouraged out of the box thinking and better understanding.”

Participant, “Claims management in microinsurance”, Kenya

“We spent a fantastic day with ILO’s Impact Insurance Facility’s trainers. The training methodology is unique as it is a learning-by-doing method. The course content is good and organized systematically.”

Participant, training of trainers on “Pathways to improving your MFI’s microinsurance offering, Bangladesh
Introduction to microinsurance and its business case

*Duration*: 3 days

**Training objectives**

- Understand what is microinsurance, its types of products and different models used to deliver microinsurance
- Understand the characteristics and needs of low-income households and how good microinsurance products can address such needs
- Identify ways that a microinsurance unit can be structured internally
- Identify success factors and challenges in making microinsurance viable for providers
- Understand the relationship between client value and viability
- Define an action plan

**Target audience**

This course is interesting for insurance practitioners exploring and setting up microinsurance programmes in their organisations. Also, it is tailored for members of financial institutions or other distributors that are interested in offering microinsurance products.

**Methodology**

The training’s participative sessions will utilise interactive activities that include small group discussions and exercises, roleplay, case study analyses, group presentations, and puzzle solving.

**Overview**

Microinsurance is an important risk management tool for low-income households. Before entering the market, it is crucial that potential and new players have an understanding of the concept of microinsurance and the low-income market in order to offer quality microinsurance products to the market.
Health microinsurance: Getting started

*Duration: 2 days*

**Overview**

Health insurance mitigates financial risk due to illness. It contains specific features which distinguish it from other insurance product lines, and which add complexity. This training will provide microinsurance practitioners (insurers and distribution partners) with knowledge and insight about factors applicable to the process of developing and launching simple health microinsurance (HMI) programs and selecting and working with partners to deliver those HMI products.

**Training objectives**

- Articulate a foundational understanding of main elements of private sponsored health insurance
- Describe key concepts underlying the design of health insurance products which target low income households (also known as health microinsurance, or HMI), and which influence product performance in terms of client value and business viability
- Identify at least 3 potential benefits of HMI from the client perspective using the PACE client value framework
- Recognize at least 3 main challenges that have confronted HMI schemes in similar settings, along with 3 approaches to overcome these challenges
- Identify specific challenges and opportunities for programs and initiatives of their own organisations

**Target audience**

This course has been developed for insurers and distribution channels serving low income households in developing countries. The course also targets practitioners interested to develop, launch and improve simple HMI products and/or value added services, as well as individuals who are expected to play a role in the development and operation of HMI.

**Methodology**

This training uses minimal lectures and leverages case studies, small group work discussions and exercises for experiential learning of the concepts and principles of developing simple HMI products.
Introduction to index insurance

Duration: 2 days

Training Objectives

• Understand the concept of index-based insurance and its role as an agricultural risk management tool, as well as its limitations

• Know the requirements to develop and sell index-based agricultural insurance products

• Understand the requirements for data, and the connection between data, the insurance product, and the insurance premium

• Discuss successful distribution models for index-based insurance products

• Understand pricing, the need for reinsurance and how reinsurers can help designing better products

• Understand the typical roles of government, the private sector, and the farming communities and the importance of partnerships (such as partnerships on distribution which is an important determinant of success)

Target audience

The main target audience for this introductory training are insurance practitioners who would like to offer agriculture insurance; those who have existing agriculture insurance program but would like to learn about index or parametric insurance; and distribution channels who are involved in agriculture insurance. The secondary audience includes reinsurers, value chain actors, regulators, and other stakeholders who play a key role in index insurance programs.

Methodology

This course takes on a combination of theory-based lectures, group discussions and individual activities. Time will also be dedicated to individual exercises and calculation practice.

Overview

Index-based insurance will create opportunities for farmers to access finance and protect their livelihoods after sub-optimal growing seasons. This type of insurance operates in a system that includes government and the private sector, local insurance companies and international reinsurers, banks and agricultural value chains. Understanding the interrelations between the system elements is essential to ensure development, farmer acceptance, and sustainable growth over time.
Market research for microinsurance: How to translate consumer insights into improved results

**Duration:** 4 days (3 days classroom, 1 day field)

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### Overview

To improve their institution’s value proposition and outreach, microinsurance practitioners should understand and use market research effectively. This training is designed to increase a practitioner’s ability to gather consumer insights that can be translated into a product offering suitable to their Target audience, thereby increasing the probability of a profitable and sustainable microinsurance business model.

### Training objectives

- Analyse the risk management needs and coping strategies of low-income households
- Identify key determinants of low-income households’ demand for insurance
- Determine how market research can improve an institution’s client value proposition and bottom line
- Practice using a client value assessment tool called PACE to define research questions and translate results into practice
- Select appropriate methods for specific research objectives
- Test data collection and analysis techniques to identify success factors and pitfalls

### Target audience

This course has been developed for microinsurance practitioners involved in product design and/or marketing. It is also of interest to senior executives wanting to make their institution more client-focused and staff involved in research and development, sales, customer care and marketing.

### Methodology

This training uses the experiential learning approach via field work exercises. Other interactions include large group discussions, small group activities such as puzzle solving, case study analysis and role plays.

*Note: A blended version of this course comprising of 11 online lessons and a one-day face to face session is also available.*
Unlock the demand for your products: How to deliver what your clients see as value

Duration: 2 days

Training objectives

• Define and unpack various elements of a client value proposition for microinsurance
• Practice comparing one value proposition to another
• Describe how small changes in product design can make a difference
• Learn how to conduct a PACE review
• Identify opportunities for integrating clients’ perspective into their operations
• Define an action plan for implementing a PACE review in their own organisation

Target audience

The main target audience of this course are individuals involved in delivering microinsurance to clients, marketing managers, senior executives, consultants. It is also interesting for all microinsurance practitioners.

Methodology

The interactive sessions of the course utilise large group discussions, case study analyses, group presentations and plenary discussions, debates, institutional group activities and interviews, small group role play and word café sessions. Participants will be given an opportunity for hands-on experience of the PACE client value assessment tool as they apply it to one of their own products.

Overview

This training builds on the Facility’s recent work on how to improve client value from microinsurance. Participants will be equipped with the Facility’s PACE tool, which stands for four key pillars of customer value – Product, Access, Cost, and Experience. It looks at the added value of insurance products to their clients by comparing them to competitive products and alternative means of offering protection from similar risks.
Pathways towards greater impact: Improving your MFI’s microinsurance offering

**Duration:** 2 days

### Overview

Microfinance institutions (MFIs) can be one of the most effective distribution channels for delivering microinsurance, given their trust-based relationship with low-income communities and infrastructure to provide financial services. Unfortunately, many MFIs do not offer insurance products and of those that do, nearly half offer standard credit-life products only. This training seeks to guide financial institutions in improving their microinsurance offering through an examination of the experiences of MFIs that have successfully evolved their microinsurance products, processes and institutional models to improve the value proposition for clients and their own business viability.

### Training objectives

- Articulate a rationale for making changes to their current microinsurance offering
- Explore models, products and processes that have enabled MFIs around the world to improve their microinsurance offering
- Identify at least three ways to make their microinsurance offering more valuable to their target market
- Identify at least three ways to increase the efficiency of their microinsurance offering
- Identify at least three ways to enhance the contribution of microinsurance to their core business strategy

### Target audience

The main target audience are financial service providers that are already acting as a delivery channel for one or more insurance products and have a mandate to serve the low-income market. They include banks, rural banks, cooperatives, non-bank financial institutions and non-government organisations.

### Methodology

The dynamic sessions in the course use a combination of large group activities that include case study analyses, discussions and group presentations, learning competitions, and puzzle solving, among others.
Providing insurance responsibly

Duration: 3 days

Training objectives

• Distil seven core principles of responsible insurance provision
• Articulate the business case for providing insurance responsibly
• Discuss standards and guidelines for building a value chain that can deliver insurance responsibly
• Analyse examples of responsible insurance design and delivery
• Apply industry standards and guidelines to make an insurance offering more responsible

Target audience

This training is designed for insurers, distribution channels and aggregators that provide insurance to (or are thinking about entering) the low-income market and want to make sure they offer their products in a responsible manner to mitigate reputational risk and other adverse effects while creating better value for customers.

Methodology

Built on adult learning methodologies, the interactive sessions will utilise group work and exercises with lectures kept to a minimum. Practitioners will have an opportunity to apply the standards and guidelines discussed during the course to improve their own insurance offering, a new product offering or a case study institution.

Overview

Low income households often struggle to understand how insurance products work and how they can benefit from it. In some cases, this is compounded by mis-selling. To serve the market well, insurance providers need to develop a more responsible approach to insurance provision. This training will explore standards, guidelines and strategies for providing insurance responsibly so that clients derive optimum value while providers enhance the long-term viability of their operations.
Making index insurance better through a client-centred approach

Duration: 1 day

Overview

Index insurance can act as a safety net and risk mitigation mechanism that reduces vulnerability to climate and weather risks and increases the feasibility of productive investment. This workshop explores the lessons that have been learned by index insurance providers to date with respect to strengthening their value proposition in the low-income market. It takes a client-centred approach because doing so sheds light on the reasons for past performance as well as the opportunities for future success.

Training Objectives

- Identify key barriers to creating a strong client value proposition for index insurance in the low-income market
- Analyse how index insurance providers are addressing these barriers using a client-centred approach
- Identify opportunities for strengthening the client value proposition of their own index insurance product(s)

Target audience

This training is designed for insurers, distribution channels and aggregators that provide index insurance to (or are thinking about entering) the low-income market.

Methodology

Built on adult learning methodologies, the workshop will draw on participants’ own experiences and the lessons learned from at least ten index insurance case studies to fuel large and small group discussions, problem-solving activities and analysis. Lectures will be kept to a minimum. Participants will have an opportunity to apply the training content to a specific challenge that is affecting the client value proposition of an existing or future index insurance product.
Pricing in microinsurance

*Duration:* 3 days

**Training objectives**
- Identify key context elements to be considered in pricing for microinsurance
- Describe the pricing process and premium components
- Set and validate pricing assumptions based on relevant data
- Understand the basic calculations required for determining risk premiums, expense loadings and gross premiums for short-term microinsurance products
- Set appropriate monitoring processes for more effective pricing reviews

**Target audience**
This training has been developed for practitioners responsible for pricing or setting premium rates in their microinsurance institution. It is also interesting for capacity building consultants who may be involved in pricing microinsurance products. Furthermore, it has been designed for external consultants responsible for providing data and information for pricing, approving premium rates for the company, and providing analysis of pricing. Lastly, members of a product development team wanting a greater understanding of the pricing process may be interested too.

**Methodology**
To build the skills of microinsurance practitioners to apply the content in their day-to-day work, the participative sessions will utilise a combination of practice exercises, case study analyses, group activities, small group exercises, and games.

*Note: Participants must be familiar with pricing and reserving techniques.*
Promoting microinsurance products: A 10-step planning model

*Duration: 2 days*

**Overview**

A study done by the Facility found that microinsurers continue to struggle to stimulate and sustain demand for their products partly because of long held and significant audience barriers to purchase. This training will enable practitioners to design more successful promotion campaigns for microinsurance products using a 10-step promotion planning model that can help overcome these obstacles and stimulate demand for their offerings.

**Training objectives**

- Analyse a 10-step model for guiding the development, implementation and evaluation of a strategic promotion campaign
- Explore how that framework has been applied by microinsurance providers in different environments
- Draft a promotion campaign for their own institution using the 10-step model
- Articulate how customer-oriented market research can be used to strengthen promotion campaigns

**Target audience**

This training has been designed for individuals responsible for marketing microinsurance products. It is also of interest to managers of microinsurance projects who are interested in developing their promotion campaign. Lastly, individuals who already have substantial experience in marketing, but have limited understanding about the low-income market, are advised to participate.

**Methodology**

Throughout the sessions, participants will be guided through each step of the 10-step promotion planning model in the context of their own environment, drawing attention to best practices and lessons learned that can inspire action and support successful application. Interactions also include demonstrations, large group discussions and a game show.
Managing partnerships in microinsurance

*Duration: 2 days*

### Training objectives

- Be able to identify the key steps at each stage of the partnership lifecycle, and analyze their application in practice
- Be able to identify success factors and potential pitfalls in microinsurance partnerships
- Understand the importance of aligning interests and objectives, and the steps to assess alignment of interests between partners
- Understand the key elements in a partnership agreement, and the importance of a collaborative process in creating an agreement
- Have gained experience using practical tools for partnership assessment, communication and evaluation

### Target audience

This training has been designed for all individuals involved in running a microinsurance programme who interact with programme partners on a regular basis. It is also interesting for project/functional managers, executive management, risk carriers, distribution channels and organisations involved in sector-based initiatives that involve multiple partnerships.

### Methodology

This training uses minimal lectures and will leverage case studies, small group work discussions and role play exercises for experiential learning.

### Overview

Many microinsurance programmes involve some type of partnership structure; and “good” partnerships have been identified as one of the key factors in the success of a microinsurance programme. This training will help microinsurance practitioners understand how to better manage partnerships by introducing the different stages of the partnership lifecycle (assessment and selection, implementation, maintenance, evaluation) and providing insights on key strategies and tools that apply to each stage.
Managing microinsurance distribution

Duration: 2 days

Overview
Distribution is a particularly important question for those looking to deliver insurance to low-income people. With low margins, insurers need to find low-cost channels that can reach clients in large numbers. These challenges mean that insurers need to think differently about microinsurance distribution. This training will help equip insurers with a good understanding of the wide range of distribution possibilities, and provide them with tools and knowledge needed to establish and manage a distribution strategy.

Training objectives
- List a range of options available to access the low income market and understand their strengths and weaknesses in order to select suitable channels to work with
- Process practical tips on how to maximise the role of the distribution partner throughout the value chain
- Practice developing a value proposition for the distribution partner that takes into account needs and expectations
- Develop a partnership agreement that aligns interests and practice tools to manage the distribution partnership
- Practice designing sales force training, incentives and monitoring
- Develop a distribution plan for a current microinsurance product

Target audience
This course has been designed for insurers and intermediaries (brokers), departments within the organisation that deal with microinsurance, mass insurance and affinity, commercial departments and microinsurance sales teams. Operational and mid-level management staff may join too.

Methodology
To provide practical knowledge of distribution channels, the participative sessions will utilise a combination of case study analyses, group activities, discussions and role play.
Claims management in microinsurance

*Duration: 2 days*

### Training objectives

- Recognise the critical role that claims pay in promoting client value and that the claims experience can be an opportunity
- Understand the influence of product design, scheme philosophy and business model on claims processes in the microinsurance sector
- Understand the guiding principles of claims management for microinsurance and be able to identify them in their own programs
- Apply a conceptual framework for analysing claims processes to an existing microinsurance program, incorporating perspectives of both business viability and client value
- Understand the pros and cons of possible interventions or strategies that can be used to address performance issues, administration costs, and cost of claims
- Draft a customised action plan to improve the performance of the claims management function for microinsurance programs

### Target audience

This course has been designed for practitioners who are in a position to recommend or implement improvements to the claims function. It may also be of interest to individuals involved with an on-going microinsurance program and familiar with the existing claims processes. Lastly, we invite members of organisations that may be working on the development of a new microinsurance program where the claims process is being considered in the program design phase.

### Methodology

Built on adult learning methodologies, the interactive sessions of the training utilise a combination of group activities, small group exercises, and case study analyses. Participants will be asked to analyse the claims processes of their own microinsurance program, and to develop an action plan to implement upon their return.

### Overview

Claims represent the tangible benefit of insurance to policyholders as positive experiences are key to developing trust. This training will provide microinsurance practitioners with the tools, knowledge and confidence to improve the claims management functions for their microinsurance programs, in terms of efficiency, cost-effectiveness and client value.
Overview

The financial key performance indicators (KPIs) for microinsurance were established by a representative group of microinsurance practitioners and are vital to measure the financial performance of a microinsurance programme. This training will provide practitioners with the tools, knowledge and confidence to understand and use these KPIs to improve their microinsurance programme.

Training objectives

- Understand and use the KPIs to improve their microinsurance program
- Understand the key principles of performance management for microinsurance
- Calculate each indicator, including understanding and obtaining the necessary data from the Factsheet template for the calculations
- Analyse and interpret the results from each indicator
- Identify potential areas for improvement in a microinsurance program based on the information provided by the KPIs

Target audience

This course has been developed to help financial decision makers, such as financial or general managers, with or without microinsurance experience. We also invite practitioners involved with an on-going microinsurance program that want to implement or expand their organisation’s use of KPIs.

Methodology

Built on adult learning methodologies, the sessions of the training are interactive and utilise a combination of group activities, small group exercises, case study analysis and role play for experiential learning.

Note: This training module was developed by Microfact, a joint initiative of ADA and BRS, and is delivered through a partnership with the ILO’s Impact Insurance Facility.
For more information about our training courses and activities, please visit our website at [http://www.ilo.org/impactinsurance](http://www.ilo.org/impactinsurance) or email us at impactinsurance@ilo.org