Volume 1 Making Microfinance Work:
Managing for Improved Performance (SPM edition)
Timetable

Languages: Arabic, Bahasa Indonesia, Chinese, English, French, Portuguese, Russian, Spanish, Vietnamese

WEEK 1	Day 1	Day 2	Day 3	Day 4	Day 5
8:30 – 10:30	Welcome, introductions, orientation, and ice breaker	Institutional Options. Strategic Direction	**II. Markets and Marketing** Market research	Product Development Communicating value	**III. Managing risks** Introduction to risks Credit risk
10:45 – 12:30	**I. Introduction to microfinance** Management mandate and SPM	Strategic Direction	Market research	Communicating value. Customer Service	Credit Risk
13:30 – 15:30	Financial Services Plus and the Poor and vulnerable groups	Application: SPI4 focus on Dimension 1 and 2	Market research Application: SPI4 focus on Dimension 3 and 4 Product Development	Customer Service Application: SPI4 focus on Dimension 3 and 4	Credit risk
15:45 – 17:30	Institutional Options	Application: SPI4 focus on Dimension 1 and 2	Product Development	Customer loyalty	Fraud and security risk Closure of the day
Homework					Application: SPI4 focus on Dimensions from 1 to 4

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International Labour Organization

ITC International Training Centre

WEEK 2	Day 6	Day 7	Day 8	Day 9	Day 10
8:30 – 10:30	**IV. Organisational Architecture** Human Resource Management	Review of the homework Application SPI4 focusing on Dimension 5.	17. Using Organisational Architecture to Manage Growth	Performance Incentives	Plans, Budgets and Reports
10:45 – 12:30	Human Resource Management	Institutional Culture	**V. Toward Greater Efficiency and Productivity** Understanding Efficiency and Productivity	Technologies	Plans, Budgets and Reports: selecting indicators, outcome indicators update + SPI4 Excel presentation
13:30 – 15:30	Human Resource Management	Institutional Culture	Understanding Efficiency and Productivity	Costing and pricing	Managing Performance
15:45 – 17:30	Human Resource Management	Organisational Structure + information flows (reflect data collection issues)	Performance Incentives	Application SPI4 focusing on Dimension 6	Final exam Action planning Course evaluation
Homework	SPI4 assessment focus on Dimension 5				

Outputs expected: SPI4 questionnaire filled in (hard copy, as an exercise); Action plan items for improvement of management and SPM practices) and next steps for reporting and SPI4