



Africa Microfinance Network

AFMIN'S PROGRAM TO BUILD SHARED PERFORMANCE INDICATORS AND STANDARDS

Workshop held at NILE HOTEL Kampala-Uganda
19th - 22th July, 2004

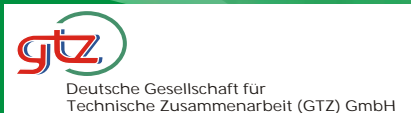


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List of acronyms

AEMFI	- Association of Ethiopian Microfinance Institutions
AFMIN	- Africa Microfinance Network
AFRACA	- African Rural and Agricultural Credit Association
AISFD	- Association Inter-professionnelle des Systèmes Financiers Décentralisés
AMFI	- Association of Microfinance Institutions
AMFIU	- Association of Microfinance Institutions in Uganda
ANIP-MF	- Association Professionnelle des Institutions de la microfinance
APIFM	- Association Professionnelle des Institutions Financières Mutualistes
APIM	- Association Professionnelle des institutions de la microfinance
BCEAO	- Banque Centrale des Etats de l'Afrique de l'Ouest
BOU	- Bank of Uganda
CGAP	- Consultative Group to Assist the Poorest
RN	- Réseau National Country Level Network
DFID	- Department for International Development
FCU	- Feed the Children Uganda
GAMFINET	- Gambian Microfinance Network
GoU	- Government of Uganda
GTZ	- German Technical Co-operation
IDB	- International Development Bank
INAFI	- International Network of Alternative Financial Institution
MAIN	- Microfinance Association institution Network
MAMN	- Malawi Microfinance Network
MDI	- Micro Deposit-taking Institutions
MFI	- Microfinance Institution
MIS	- Management Information System
ONG	- Organisation Non-Gouvernementale
RIFIDEC	- Regroupement des Institutions du Système de Financement Décentralisé du Congo (RDC)
RUFIP	- Rural Finance Intermediation Project
SEEP	- Small Enterprise Education and Promotion
UE	- Union Européenne
UMOA	- Union Monétaire Ouest Africaine
UMU	- Uganda Microfinance Union
WWB	- Women's World Banking
ZAMFI	- Zimbabwe Microfinance Institutions

1.0 INTRODUCTION

From July 19 to 22, 2004, the Africa Microfinance Network (AFMIN) organized a workshop to advance its initiative to develop shared performance indicators and standards for its members. The workshop was held at Nile Hotel in Kampala, Uganda and was attended by members of AFMIN, its board, and its secretariat staff. The full list of participants is attached in Annex 1. The workshop was inaugurated by Mr. Lance Kashugyera of the Ministry of Finance, Planning and Economic Development in Uganda.

1.1 BACKGROUND AND WORKSHOP OBJECTIVES

In 2002, AFMIN members agreed on a framework for building shared performance indicators and standards for the network. The framework consists of a core set of 11 performance indicators and definitions that AFMIN members agreed to monitor among their MFI constituents, and to share at regional level.

AFMIN's program to build shared performance indicators and standards was the culmination of several years of joint actions with national networks and MFIs in Africa to create a common understanding and agreement on the principles and rationale for establishing shared performance indicators and standards. The program aims to contribute to the development of a safe, sound and sustainable microfinance industry in Africa by promoting transparency, accountability and high standards of prudential norms.

1.2 WORKSHOP OBJECTIVES

The objectives of the workshop were to:

1. Evaluate the status of implementation of the AFMIN program to build shared performance indicators and standards;
2. Share experiences, lessons learned and key challenges in building common performance indicators and standards among MFIs; and
3. Agree on follow up actions and targets to advance AFMIN's program to build shared performance indicators and standards.

In order to achieve the above objectives, the workshop was structured to provide participants with presentations on specific themes after which participants were able to ask questions in plenary, as well as have small group discussions on specific topics.

1.3 PARTICIPANT EXPECTATIONS

At the outset of the workshop, participants were asked to share their expectations for the meeting. These included the following:

1. Generate an action plan to implement the performance monitoring system as agreed at the 2002/2003 annual general meeting.
2. Be able to take valuable information back to their institutions, and see to it that country level networks (CLNs) begin to use the performance indicators.
3. Compare and harmonize the 11 indicators proposed by AFMIN and those proposed by other institutions, such as the BCEAO (Central Bank of West African francophone countries).
4. Develop strategies and proposals for AFMIN to help its members to train and follow-up on the performance monitoring tool and indicators.
5. Share experiences on the process of developing and implementing the performance monitoring system and tool, for the benefit of the new members of AFMIN.
6. Learn from AMFIU how to use the Oracle software.
7. Share experiences on how governments collaborate with MFIs and networks.
8. Discover ways that AFMIN can help new networks begin to use the performance monitoring system, tool and indicators.
9. Learn how other CLNs are using the performance monitoring system and tool.

1.4 OPENING CEREMONY

1.4.1 Remarks by the Executive Director of AMFIU Mr. David Baguma

On behalf of the Association of Microfinance Institutions in Uganda (AMFIU), Mr. Baguma welcomed the participants to Uganda and to the workshop and expressed his appreciation for the role that AFMIN has played in promoting poverty eradication on the African continent. He briefed participants on the microfinance industry in Uganda, which has over 500 microfinance institutions (MFIs) that have mobilized over US\$61 million and an outreach of over 500,000 clients. He paid tribute to the Government of Uganda for its support to the microfinance industry and its favorable policies, especially the law regulating microfinance deposit-taking institutions (MDIs).

Mr. Baguma briefed participants on the key functions of AMFIU in the areas of: research, analysis and dissemination of information to its members, lobbying, advocacy and networking, performance monitoring, and capacity building. The future areas of focus for AMFIU will be: implementation of the performance monitoring system, capacity building of MFIs, consumer protection, the development of the regulatory system for tier four MFIs, and lobbying and advocacy so as to enhance professional performance in the industry.

1.4.2 Remarks by AFMIN Chief Executive Officer Mr. Abdoul Anziz

Mr. Anziz briefed participants on the rationale for and the current global emphasis on performance indicators in the microfinance industry, both by governments and by international rating agencies. Use of performance indicators enables increased transparency and consistency in reporting. Mr. Anziz discussed the process that AFMIN has gone through since 1996 to build shared performance indicators, a core set of which were adopted in 2002. These core shared performance indicators are to be tracked at national and regional levels and are grouped in four categories: outreach, portfolio quality, efficiency, and sustainability. AFMIN members consider these indicators to be a robust minimum set that should be used by all of its members. The indicators consist of 11 ratios, which provide performance benchmarks across a wide range of legal structures and lending methodologies that characterize AFMIN's MFIs.

Though some members have implemented the shared performance indicators, the majority have experienced difficulties and may not be able to without technical and financial support. AFMIN is committed to assist in strengthening the capacity of its network members in key areas of governance, business planning, fundraising and human resource development. Workshops to address these issues will be held in September and October, 2004.

1.4.3 Remarks by AFMIN Board Chairman Dr. Wolday Amha

Dr. Amha welcomed the participants to the workshop. He thanked AFMIN partners especially Women's World Banking (WWB), DFID, GTZ, and SEEP for their support in organising the workshop. He reiterated the objectives of AFMIN as follows:

- to facilitate the formation and strengthening of country level networks (CLNs) in Africa;
- to establish performance standards and professional norms;
- to create a platform for building knowledge, exchange of experience and consultation to strengthen MFIs;
- to develop joint programmes for training of personnel specialised in microfinance;
- to provide support for research, publications and information sharing to promote best practices;
- to serve as a hub for information about microfinance in Africa;
- to improve microfinance policies and practices by working with governments, donors, central and commercial banks;
- to identify and build strategic partnership with other networks; and

- to optimise access to available resources for country level networks and MFIs.

Dr. Amha called on all AFMIN members to develop business plans to meet the above objectives. He elaborated the criteria a CLN should fulfil so as to be a member of AFMIN; i.e., it should be legally registered as a network of microfinance institutions in its country; it should be providing services to its members and should be committed to instituting financial performance standards; and it should have a permanent organizational and management structure that is capable of supporting its operations. Implementing standards in the microfinance industry is therefore one of the core activities of the CLNs. Dr. Amha explained that this workshop on performance standards is a continuation of the efforts of AFMIN to support CLNs to establish and implement performance standards in the microfinance industry.

1.4.4 Official Opening Remarks

Mr. Lance Kashugyera Ministry of Finance Planning and Economic Development

Dr. Kashugyera informed participants about the process Uganda has gone through to develop the performance monitoring system and tool with the support of its development partners. The Association of Microfinance Institutions of Uganda (AMFIU) has so far facilitated ten out of 94 registered MFIs in Uganda to report using the tool. The tool is critical in tracking financial performance; it guides the assessment of achievements, failures and flows in economic development. It is important in measuring efficiency and effectiveness of the MFI. The Government of Uganda expects that performance standards should be a vehicle for fair trade in the industry. Performance monitoring should not be seen by MFIs as a bother, but rather as a tool to achieve enhanced performance.

Challenges and issues yet to be resolved include: mission and operational alignment, procurement of hardware and software; inadequate human resource development plans and policies; performance reporting; cost of training needs for staff; internal control and good housekeeping; expenditure control and portfolio growth; regulation and supervision; outreach; and sustainability. All of these challenges can be addressed but require senior management in each MFI or network to get involved so as to ensure delivery of the required results. Appropriate mechanisms to continually assess operational performance and conformance with statutes and agency procedures also need to be in place.

The policy of the Government of Uganda is to promote the private sector as an engine of development and growth and calls on the microfinance industry to take on this challenge.

2.0 SURVEY ON IMPLEMENTATION OF AFMIN'S PROGRAMME ON PERFORMANCE INDICATORS

Mr. Abdoul Anziz

In order to monitor the progress of the implementation of the performance indicators, AFMIN carried out a survey of its members on the subject. A summary of the key findings is outlined below.

Objectives of the survey:

1. To inform on the status of implementation of AFMIN's program to build shared performance indicators by its members.
2. To evaluate progress, challenges, and support needed to implement the AFMIN program to build shared performance indicators and standards.

Key findings:

- Out of the 19 members, only seven responded to the questionnaire: four old members (AEMFI-Ethiopia, Consortium ALAFIA-Benin, AISFD-Cote d'Ivoire, and APIM-Mali); and three new members (ZAMFI-Zimbabwe, APIFM-Madagascar, and MAMN-Malawi).
- Six CLNs are monitoring the performance of their members; out of them, only three use computerized systems.
- Members are aware of AFMIN shared performance indicators but are frustrated by the low level of support by AFMIN to implement them.

- Members expect appropriate training and resources from AFMIN and its partners.
- Most members have difficulties collecting information systematically and regularly.
- Some members have received technical support from SEEP, MIX, and CARE International.
- Members do not track all of the AFMIN shared performance indicators, but instead track only the number of active loan clients, number of active savers, portfolio outstanding and average loan balance per client.
- Members have difficulties measuring operational self-sufficiency, financial sufficiency, and portfolio at risk.

Recommendations to AFMIN:

1. Develop trainings.
2. Identify adequate systems and provide information.
3. Strengthen secretariat staff.
4. Provide support to technical staff in addition to board members and general manager.
5. Provide support for the development or improvement of MIS.

2.1 KEY ISSUES RESULTING FROM PLENARY DISCUSSION

• **Questionnaire distribution and response.** Some members reported difficulty in responding to the questionnaire. Reasons included: staff turnover, a lack of understanding of what to report on, and technical problems. The questionnaire has been re-distributed to members that did not respond. These members should proceed and provide their feedback. The goal is to distribute the survey on an annual basis but this will require additional funding. Members requested that adequate time be provided to respond (at least three months). If members do not have much to report on, they should at least respond on challenges faced.

• **Harmonization of AFMIN indicators and those of other institutions.** BCEAO has established a set of 19 indicators. AFMIN's indicators could be revisited only after at least one year of implementation. AFMIN's 11 indicators are just the minimum; members are free to report on more than these.

Comments on country level networks (CLNs):

- CLNs are willing to share the costs of training with AFMIN.
- CLNs are not all at the same level, thus new ones are not likely to respond to the questionnaire as quickly as established networks are.
- CLNs need support to build and establish performance monitoring systems.

3.0 EXPERIENCES AND CHALLENGES IN IMPLEMENTING AFMIN PERFORMANCE INDICATORS

Participants were divided into three groups to discuss their experiences and challenges in implementing shared performance standards and to build synergies between AFMIN 's program and other initiatives in Africa. The following summarizes what small group members discussed.

3.1 PROCESS OF CREATING SHARED PERFORMANCE INDICATORS FOR CLNs

Participants shared where they are in the process of building shared performance indicators and if so, the number of indicators used, rationale and objectives for their use, as well as any challenges faced or anticipated in the future. The following table depicts those discussions.

CLN	Year Started	Rationale and objectives	Number and type of indicators	Basis of definition
AEMFI (Eth)	2002	Promote transparency & standardization	7 performance indicators: savings and loan	AFMIN, SEEP, MIX
ZAMFI	2003	To benchmark performance of members & enhance development of industry	3 indicators: efficiency, sustainability, portfolio quality	SEEP guidelines
AMFIU	2002	Standardize MFIs' reports to donors management other stakeholders	30 indicators (9 categories): all AFMIN indicators	SEEP, AFMIN, CGAP, Donors
Consortiums ALAFIA	2002	Data base based on access and oracle developed	17 performance indicators	AFMIN, CGAP, PEARLS
AISFD Côte d'Ivoire	2002	Still on sensitization stage waiting to start on training. Want to learn from experience of ALAFIA & AMFIU		
APIM Mali		Same process as ALAFIA but did not implement the tool		SEEP, AFMIN, CGAP, Donors
RIFIDEC RDC	Not started	In contact with MIX market Plans to set up PMS/I after 2005 AGM		To start with indicators of AFMIN
APIFM	2002	·Decision adopted in AGM in 2002 ·Operationally to start in 2004 Madagascar is committed to implement performance indicators. The challenge is when to start	Portfolio at risk, out standing loan & gender	The MIX
ANIP MF-Niger	2002	·Inspired by the ALAFIA initiative Participated in 2002 workshop and BCEAO initiative	Needs training on whole issue	
Gambie Gamfinet	2002	Efficiency, sustainability & accountability	Had workshop to generate consensus Agreed on common indicators & code of conduct	
Kenya (AMFI)	2002	To have an independent performance monitoring system	·Track more than 11 indicators ·No consensus on indicators ·Plans to have consensus building workshop No computer	
Ethiopie (AEMFI)	2001		·Started performance monitoring unit ·Hired & trained financial analyst ·Held workshop to agree on indicators Held workshop to agree on indicators (AFMIN model)	SEEP, Micro banker Bulletin

3.1.2 CHALLENGES

Common challenges faced in implementing shared performance problems include the following:

- No common understanding on indicators.
- Lack of training.
- No computerized system.

- Lack financial resources.
- Inadequate information from members.
- No leverage to collect information.
- Too much information required by donors.

3.2 REVIEW OF AFMIN INDICATORS

Participants were asked to review AFMIN's performance indicators and discuss the extent to which they are consistent with those used by other institutions in the microfinance industry.

Concerns and recommendations:

- Definition of active client and active savers. AFMIN uses average number of loan clients/savers per year.
- Portfolio at risk. Should be differentiated from and compared with write-off ratios.
- AFMIN should disaggregate portfolio based on economic activity.
- AFMIN should refer to regional and world-wide initiatives to create norms for performance indicators.
- There is a need for developing a common understanding among microfinance players.
- AFMIN should consider including indicators on governance and MFI ownership.

It was noted that AFMIN members agreed upon 11 performance indicators; however, CLNs may track and report on more if they choose to do so. For the time being, AFMIN will only track those 11 indicators, to allow all networks to fully implement first.

3.3 HARMONIZING WITH OTHER INITIATIVES IN AFRICA

Participants from West Africa acknowledged that they are working hand in hand with BCEAO. RIFIDEC and Madagascar are implementing the methodology of MiX Market.

The BCEAO initiative is consistent with AFMIN shared performance indicators because the tool of ALAFIA, which is accepted by BCEAO, integrates the 11 AFMIN indicators. Participants recommended that the tool developed by ALAFIA be analyzed and validated, prior to its dissemination to all AFMIN members.

Other initiatives at the regional level include INAFI, AFRACA and MAIN. At the international level, they include SEEP, MIX WWB and CGAP. There is no duplication in performance indicators. However, there is need to standardize the data collected for better information sharing. AFMIN could be an information collection point for all of Africa. The challenge is verification and disclosure of information by MFIs.

3.4 KEY ACTIONS TO ADVANCE THE IMPLEMENTATION OF AFMIN'S SHARED PERFORMANCE INDICATORS

Country level networks:

- Hold a meeting with all members to generate consensus on performance indicators.
- Commit to the dissemination of information and training on how to use the tool.
- Provide financial contributions, possibly developing a cost sharing policy for training.
- Sensitize members on performance indicators.
- Collect data from members.
- Develop tools for monitoring member MFIs.

MFI members:

- Develop monitoring systems and submit information to networks.
- Commit to training, workshops and information sharing.

AFMIN Secretariat:

- Attend all meetings organized by CLNs to share experiences and provide guidance on the indicators.
- Share information gathered from other members so as to facilitate learning from other networks.
- Inform all members on how to report on an annual basis.
- Collect and analyze information.
- Develop software to assist in collecting information.
- Coordinate activities for CLNs.
- Conduct training (in conjunction with services providers).
- Mobilize funding to support members.
- AFMIN should periodically review the 11 indicators to make sure they are in line with global industry trends.

4.0 PERFORMANCE MONITORING INITIATIVES FOR NETWORKS: SUCCESS FACTORS AND LESSONS LEARNT

4.1 ASSOCIATION FOR ETHIOPIAN MICROFINANCE INSTITUTIONS (AEMFI)

Mr. Tsegaye Anebo-AEMFI

Mr. Anebo highlighted the historical context of the microfinance industry in Ethiopia since the 1970s and the government regulations on the industry since 1996. The industry serves about 755,000 borrowers as of December 2003, with an outstanding loan balance of about Birr 594 million in the hands of clients and Birr 325 million in savings. AEMFI began operations in 1999 and has 23 members, all of whom are registered and licensed by the National Bank of Ethiopia.

AEMFI introduced performance indicators because of the need to: 1) evaluate MFIs' risk level for potential investors; 2) analyze MFIs' weaknesses and strengths for possible performance improvement; 3) compare performance among different MFIs and trends over time; and 4) improve the level of transparency and standardization. In July 2002, AEMFI organized a workshop for members to review performance indicators. AEMFI produced a draft of the performance monitoring and reporting guideline in December 2003 as a means to generate consensus. A committee, which included representatives from banks, was put in place to backstop the process.

The AEMFI performance system has 34 indicators grouped into seven categories: outreach indicators (9); loan portfolio quality indicators (4); sustainability and profitability indicators (4); efficiency and productivity indicators (7); asset and liability management indicators (4); capital adequacy and portfolio financing indicators (4); and liquidity indicators (2). Mr. Anebo defined the indicator for each category, illustrated how the ratio for each indicator is calculated (denominator and numerator) and the target or minimum requirement for each. He noted that AEMFI's strategy is to help weak MFIs build capacity to be able to report on all the indicators. Currently, 14 out of 23 MFIs are reporting regularly and accurately.

The major challenges faced by AEMFI are quality of data received and inability to verify data, delay in reporting, MFIs' use of different accounting systems, and weak MIS among its members. It was noted that it would be possible to develop a common software for all members and that this would reduce training costs and enhance standardization. The network is in the process of finalizing performance monitoring guidelines for the industry. In collaboration with Rural Finance Intermediation Project, AEMFI has commissioned a study of existing accounting and MIS of the MFIs. Together with the EU, it is in the process of hiring a consultant to help in selecting appropriate software for MIS. AEMFI has recently produced data on the MIX Market website for 11 MFIs.

4.2 PERFORMANCE MONITORING INITIATIVES BY AMFIU

Ms. Dorothy Katantazi - AMFIU President, and Mr. Sam Mutebi - AMFIU Consultant

Ms. Katantazi and Mr. Mutebi provided an overview of the performance monitoring system and tool for MFIs in Uganda. The process of developing the tool began in 1999, using the experience of SEEP and AFMIN. In 2002, AMFIU developed a working document and circulated it to AFMIN members and international stakeholders. AMFIU held four workshops to gain consensus, and formed a technical committee to backstop the process. Donors were brought on board to agree on uniform reporting formats by all MFIs, and members held discussions on the required software and resources.

The performance monitoring system contains data on the balance sheet, income statement, and selected ratios that can be used to assess the financial health of an MFI. It can also be used to categorize, monitor, manage, and benchmark an MFI's performance. The primary objectives of the performance monitoring tool are to standardize MFIs' reporting to AMFIU, their management, their donors, and any other stakeholders. The tool is designed for MFIs and incorporates internationally recommended principles, ratios, and indicators. It can be used as a management, marketing and supervisory tool. The tool is compatible with the central database at AMFIU; it is computerized, it is widely accepted, and it can export or import data to Microsoft Excel.

In order to use the tool, an MFI needs to have an effective accounting system, up-to-date books of accounts, data integrity, active daily and monthly activities, and a computer system. The inputs required are: balance sheet information, income statement, portfolio activity records, outreach data, savings details, aging portfolio at risk, write-offs, and human resource information.

The tool tracks indicators grouped in seven categories: profitability, liquidity, portfolio quality, operating efficiency, loan officer productivity, capital ratios, and outreach to loan clients. The major challenges in using the performance monitoring tool and system are: capacity of the network; need for timely data collection and or submission and feedback to MFIs; data integrity verification, different accounting formats for MFIs; and difference in financial years of MFIs.

In the process, AMFIU has learnt the following lessons:

1. Performance needs and benchmarking should be an integral part of the capacity building needs of networks.
2. The process should be done in a phased approach.
3. Senior management and board should be involved from the start.
4. There is a need to develop more capacity at the network to train MFIs, market and popularize the system.
5. There is a need for frequent trouble shooting visits to members in the field and providing feedback to MFIs on the reports received.

4.2.1 KEY ISSUES AND CHALLENGES

The cost of the tool was minimal to AMFIU; it was developed and funded mostly by the donor's. However, in order to protect the system's formulas from being modified, a consultant was hired for about US\$5,000.

Challenges:

- Only ten out of 98 members of AMFIU are using the tool. MFIs are at different levels with respect to implementation of the tool. AMFIU has embarked on training programmes to enhance understanding and acceptance of the tool.
- AMFIU is unable to enforce one accounting system (and one financial year) across its member institutions. Currently, there is not a law in place that would require unregulated MFIs to follow a certain financial year.
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4.3 PERFORMANCE MONITORING INITIATIVES BY CONSORTIUM ALAFIA

Mr. Mathieu Soglonou

Mr. Soglonou discussed the rationale for the performance monitoring system used by ALAFIA, the steps taken to come up with the system, the performance indicators, the challenges faced in using it, and an illustration of how the system works.

The objectives of developing the PMS were to: professionalize the MFI industry; enhance transparency and trust among stakeholders and the public; enhance follow up of MFIs; serve as a basis of reference for an MFI to access funding; and set performance norms for the industry. The process was informed by a number of initiatives, mainly BCEAO, CGAP, SEEP, WWB and AFMIN. All of these initiatives emphasize the need for shared performance indicators accepted by the majority of the stakeholders.

The process of coming up with shared performance indicators went through four main stages:

1. Incorporation of the issue in the 2002 annual business plan of ALAFIA.
2. Development of strategic partnerships (especially with APIM/Mali).
3. Advocacy with authorities, stakeholders, and partners so as to elicit the commitment of BCEAO and partners.
4. Building of consensus on the performance indicators through empirical research and discussion.

A number of lessons were learnt from this process. First, members should have a common vision on the need for the performance indicators. The vision should be communicated to all stakeholders for their commitment and endorsement. Second, it is crucial that the process be participatory and inclusive so as to bring on board the diverse character of the members. And finally, responsibilities including financial costs should be shared so as to increase ownership of the product.

The system has three main categories of indicators: financial indicators, non-financial indicators, and prudential indicators.

The implementation of performance indicators first requires setting up the database, collection and analysis of information from members, preparation and validation of performance reports and dissemination of the reports. The performance of an MFI can be analyzed at a specific time, monthly, quarterly, or annually. It can also be done over a given period of time to assess the trend. The database is able to generate information relating to the geographical distribution of MFIs. It can also show how many clients a loan officer can follow up on, usually about 433 clients.

4.3.1 COMMENTS AND CHALLENGES

MFIs use a number of approaches to prevent fraud, including rewarding high performers, close supervision, unpredictable visits to clients, and training on managing portfolio at risk.

It was noted that the ALAFIA initiative is commendable, and perhaps AFMIN could explore ways to duplicate with other CLNs that have not yet started implementing any system.

5.0 TRENDS IN PERFORMANCE OF AFRICAN MFIs RATED BY MICRORATE

Mr. Patrick Kerr- MicroRate Africa

Mr. Kerr shared with participants the findings of the rating done for selected MFIs in Africa over the last four years, and encouraged CLNs to help their member MFIs learn the benefits of knowing their own performance. The presentation covered the background of MicroRate, the methodology used, key performance issues, reasons why MFIs feel that they should not be rated and the trend in the recent past.

MicroRate is the oldest rating agency specializing in microfinance. It has conducted over 200 evaluations in Latin America, the Caribbean and Africa. It is a private company with headquarters in Washington, DC, but with subsidiaries in Peru and South Africa. Its primary role is to link MFIs to capital markets by providing objective risk assessment rating reports. The reports can also be used as managerial tools to identify weaknesses and compliment their strength.

MicroRate has evolved a risk-driven methodology, which combines measuring creditworthiness with an assessment of an institution's excellence in microfinance. Evaluation consists of a desktop analysis, followed by an on-premise assessment. The key performance issues rated are: operating effectiveness, portfolio quality, organization and management, systems, governance and strategic positioning, financial performance and profitability.

MFIs cite a number of reasons as to why they think they should not be rated, namely: 1) the fear that it is expensive, and 2) the feeling that they are not ready, especially on their MIS. Many also fear being transparent to their competition. It was noted that funding assistance is available through the CGAP/IDB Rating Fund, which contributes 80% of the rating fee (capped at US\$10,000). Furthermore, it was observed that it is better to track progress; the sooner a baseline is started, the better. The issue of MIS is not a problem since MicroRate can even rate MFIs using manual systems.

MicroRate sampled the following 12 MFIs: 5 Ugandan NGOs, 1 Ugandan regulated financial institutions, 2 Kenyan NGOs, 2 Ethiopian NGOs, and 2 Tanzanian NGOs, among others. The results are highlighted below.

Rating for the Period from 2000 to 2003

Performance Indicator	2000	2001	2002	2003
Portfolio at risk (%)	3.1	3.1	2.6	3.4
Average write-off rate (%)	1.1	0.9	1.9	1.1
Average risk coverage ratio (%)	328.3	139.5	115.2	85.3
Average provision expense ratio (%)	2.5	2.7	2.7	3.1
Average operating expense ratio (%)	68.2	61.2	49.5	44.3
Cost per borrower (in US\$)	82	44	57	60
Average borrower per staff (No. of persons)	150	161	163	170
Average borrower per loan officer (No. of clients)	305	323	357	360
Average debt/equity ratio	1.0	1.17	2.32	2.74
Average cost of funds ratio (%)	5.5	6.3	5.2	7.4
Average liquidity ratio (%)	71	84	156	132.3
Average portfolio yield (%)	47.8	53.0	54.2	57.6
Average return on equity (%)	-24.6	-19.1	-5.8	6.8
Average return on assets (%)	-9.4	-5.4	1.1	3.3

Three major conclusions can be drawn from the above rating: 1) African MFIs are beginning to be profitable, 2) microfinance in Africa is improving in all sectors, and 3) managers are responding with demand driven products and more controls.

During plenary discussion, it was noted that it has been a problem in the past to convince donors to invest money in MFIs that are not regulated. However, this trend is now changing. Many donors now realize that even without being registered, some MFIs can still be trusted.

6.0 TRAINING MODULES TO SUPPORT NETWORK INITIATIVES IN BUILDING SHARED PERFORMANCE INDICATORS AND STANDARDS

Ms. Mariama Ashcroft - WWB

Ms. Ashcroft shared with participants the steps a country level network uses to introduce shared performance indicators, the challenges involved, the models used and the rationale for the choice of performance indicators. The presentation drew from her experience in The Gambia as well as WWB's work in building shared performance indicators and standards with its network members. Experience has demonstrated that the development of consensus on shared performance indicators and standards is one of the most critical actions which can affect the success of such an initiative. Ms. Ashcroft proposed three training modules for a country level network to use in building consensus on shared performance indicators.

Module one: the philosophical dimension

This module covers the philosophical arguments and principles that justify or underpin the development of shared performance indicators and standards by a network. The philosophical dimension is framed around the characteristics, status and key issues that are relevant for a given microfinance industry, and represents the principles, beliefs, and values that determine the rationale for and impact of microfinance in that environment. It serves as a basis for a network's vision and mission for building shared performance indicators and guides the role the network develops for itself and how this is played out. Issues pertaining to the financial systems approach to microfinance, promotion of transparency and accountability are as much philosophical as structural in nature.

The role of networks is to frame the issues that are relevant to the local realities and use this is the primary driver for building consensus and ownership among members, using pride, accountability, concern for quality and reputation. The country level network needs to ensure consistency on performance indicators and definitions in line with international norms.

Module two: the institutional dimension

This module covers the needs and uses of performance information by different stakeholders, including choice of performance indicators and monitoring systems. It addresses the support mechanisms that CLNs will require in order to institutionalize shared performance indicators and to develop capabilities and systems for performance monitoring for its members. The most common challenges cited to implementing shared performance indicators are usually around MIS capabilities as well as understanding of methods of collecting and analyzing performance information.

Module three: Key Steps and Activities used by National Networks in Building Shared Performance Indicators

Steps in Building Agreement	Actions
1. Establishment of a sufficiently reliable database of information on existing MFIs	<ul style="list-style-type: none"> • Design and conduct a national microfinance survey to produce an inventory and profile of MFI-NGO's in the country • Conduct an in-depth study of leading MFI's to identify current industry practices as well as best practices
2. Development and promotion of performance indicators and standards	<ul style="list-style-type: none"> • Create a deeper understanding of the need for and benefits of having performance standards • Establish working structures, e.g., technical committee, advisory committee, etc. that will actually develop the performance indicators • Build awareness and consensus on all points of the process through regional and national consultations, continuing dialogue, information dissemination
3. Training of microfinance institutions	<ul style="list-style-type: none"> • Conduct seminars and conferences to build awareness and knowledge of industry best practices nationally and worldwide • Conduct basic and advance skills training in microfinance as well as training focusing on performance indicators
4. Advocacy towards the recognition and adoption of performance standards	<ul style="list-style-type: none"> • Nurture support of donor agencies, government, academe, and banks in the process of developing performance indicators • Conduct best practice exchange visits to MFI's outside the country involving a mix of players in the industry • Invite industry experts to interact with key players in the industry • Actively participate in relevant policy meetings, forums and provided advise to key industry players

In building consensus on indicators, Ms. Ashcroft underscored the role played by the paradigm of the country level network on microfinance. Three questions that shape the CLN's paradigm were discussed i.e. (i) Is MF for poverty alleviation (coverage, outreach, depth of outreach)? (ii) Is it for small and micro enterprise promotion? (iii) Is MF a business opportunity (profits, efficiency, sustainability)? Reference was made to the performance monitoring systems used by some international microfinance networks as examples of how a networks beliefs and philosophy determine what they measure. For example World Council of Credit Unions (WOCCU) uses **PEARLS** model i.e. **P**rotection, **E**ffective financial structure, **A**sset quality and control, **R**ates of return and cost, **L**iquidity and **S**igns of growth. Planet Finance uses **GIRRAFE** model i.e. **G**overnance and decision making process, **I**nformation and management tools, **R**isks analysis and control, **A**ctivities and loan portfolio, **F**unding liability and equity, **E**fficiency and profitability. There are other models used by WWB, ACCION and others.

Ms. Ashcroft shared the following lessons learnt by networks on building consensus on shared performance indicators:

- Use research and analytical capabilities for developing empirically based issues.
- Train and mobilize leaders and members at all levels of the network.
- Use a participatory, grass roots approach.
- Employ processes that enhance agreement and ownership.
- Identify a champion and work with interested parties who are willing to support the network agenda.
- Help MFIs develop an incentive that drives them to invest in capacity building and sharing reliable and accurate information.

6.1 KEY ISSUES RESULTING FROM PLENARY DISCUSSION

- If there are capable institutions in the private sector that can provide training, the CLN should only coordinate the training. If there are no credible institutions, then the network should organize training and look for trainers from within or outside the country.
- Networks can seek specialized training on microfinance from various sources, including: CGAP, WWB, AFCAP (for East Africa), CAPAF (West Africa), Uganda Martyrs University in Uganda, and the training initiatives in Mali.
- It was recommended that the three modules be developed into a training program to be used by CLNs that have not yet set up their performance monitoring system.

7.0 PRUDENTIAL NORMS REQUIRED OF MFIs BY REGULATORS AND WHY Mr. David L. Kalyango - Bank of Uganda

The purpose of this presentation was to share with participants what a government regulatory framework expects from an MFI and the challenges involved. Mr. Kalyango discussed the aspects of the regulatory legal framework in Uganda, highlighted the salient elements of the regulatory framework, and outlined the key risks which form the rationale for regulation. He also discussed the benchmarks used in regulation.

The rationale for the regulation of the financial institutions including MFIs is that microfinance needs to be supervised so as to safeguard the deposits of the public. Thus, deposit-taking institutions have to be regulated; non-deposit taking institutions do not. Deposit-taking institutions require a minimum capital of US\$250,000 in order to be licensed.

Financial institutions in Uganda are grouped into four tiers. Tier one is made up of banks while tier four is made up of MFIs that do not take deposits. Institutions can graduate from one tier to another, for example, if a small MFI builds capacity and takes on deposits, it would graduate to a different tier. The Microfinance Deposit-taking Institutions Law, which was passed in 2002, requires all MDIs to be registered and supervised. The law provides for the regulatory framework, the prudential norms, and the indicators. Performance standards are not part of the law and can be changed over time to suit the prevailing conditions in the financial market. The regulatory framework looks at key risks, especially those of governance and ownership, management, credit, liquidity, interest rate, and operations.

7.1 PERFORM OR PERISH: WHY DONORS ARE PUSHING PERFORMANCE INDICATORS Mr. Patrick McAllister SEEP Network

Mr. McAllister discussed donor involvement and shared with participants the reasons why donors are insisting on the use of performance indicators. His presentation explored the development of performance indicators in the industry, discussed the various initiatives that influenced the process, and sighted a number of practitioners that have been involved and have shaped the process. Mr. McAllister also explained why donors are pushing MFIs to use these indicators and the results of the push.

The use of performance indicators first emerged in the 1980s, when institutions used mainly financial ratios. From 1990 to 2000, standards were introduced, and then accepted in the industry. And then in

2000, institutions began to reach consensus on those standards. The major initiatives that have influenced the process are: the 1995 SEEP Financial Ratios for Microfinance Institutions, individual donor reporting requirements such as USAID in the 1990s, the Micro-banking Standards Project in 1997 with CGAP, and the 2001 definitions roundtable initiative by MicroRate.

It is important to note that it is not just the donors that are pushing for standards but also country level networks have realized the importance of performance indicators. For example, WWB evolved from using self-assessment monitoring to consensus performance standards, the Pakistan Microfinance Bulletin allows for peer group benchmarking, Opportunity International collects over 100 variables that allow its 50 network members to compare performance.

Whereas donors might be pushing the use of standards, most of the work on performance monitoring from the donors has been for the development of the sector and not for its own self-interest. The reasons why the donors are pushing include: promoting transparency, ensuring standardization in the industry, enhancing effectiveness of the MFI, building capacity so as to determine levels of success, improving efficiency of the industry, increasing and promoting customer protection, and using the performance standards for investment decisions. Mr. McAllister noted that donors are flexible and are willing to support the development and establishment of the performance monitoring system before pushing for implementation.

The process has met a number of constraints, namely: different motivations, needs and capacity on the part of the donors as well as the MFIs. MFIs use different accounting packages, MFIs have different portfolio management policies for items such as reserves and write-offs, there are different donor reporting requirements, and there is a lack of coordination among donors.

Despite the challenges, results to date are strong. Today, there is much more agreement on performance indicator definitions than ever before; the problem is that the ratios seem to focus on profitability and neglect the social mandate of MFIs. Due to the push on performance indicators, there is improved benchmarking, improved analysis in the sector and more regulation by the central banks. These are healthy developments, which benefit not only the donors, but all stakeholders in the industry.

8.0 REPORTS ON FIELD VISITS

On the third day, participants were divided into three groups and each visited a local MFI. The purpose of the visit was to see how the performance monitoring tool developed by AMFIU was being used, the benefits of using it, challenges and lessons learnt.

8.1 FAULU UGANDA

Background

Group I visited Faulu Uganda, a member of AMFIU. It was registered in Uganda in 1995, and currently has 2,200 clients with a total loan portfolio of about US\$2.5 million. It uses the Micro Banker accounting software. Faulu was part of the technical committee that provided backstopping during the design of the tool.

Benefits of using the tool:

1. It is time saving. Faulu produces one report that satisfies all its donors.
2. The information generated helps management make decisions. For example, reports generated can determine staff productivity.
3. Its reports are used by Faulu's board, lending institutions and other stakeholders.
4. It is user friendly, with definitions for the various ratios and indicators.
5. Its standardized report, which can be given to donors, enhances the credibility of MFIs.
6. AMFIU gets a standard report which it can use it to compare indicators across different MFIs
7. Reports generated enable Faulu to compare itself with other MFIs in the industry.
8. Data from the performance monitoring tool can be exported into Microsoft Excel for further analysis.

Challenges:

1. The tool cannot transfer data from the existing MIS electronically. Thus, a report must first be generated using the existing MIS and the data manually entered into the system.
2. The system does not allow changes to be made once the report is finalized, i.e., after the audit exercise.
3. Some of the data required by the tool is not tracked by Faulu.
4. MFIs without computerized systems may find it difficult to use.
5. The tool follows the calendar year, yet some MFIs do not.

Lessons Learnt:

1. If MFIs are involved in developing the tool, they are likely to buy into it and use it.
2. There is a need for adequate capacity, i.e., staff, computers.
3. The performance monitoring tool is more useful to the MFI than to other stakeholders.
4. The tool needs to be more flexible so as to accommodate audit recommendations.

Recommendations:

1. The first report (produced in January) should be termed provisional awaiting audit results.
2. There should be a technical committee to follow up on the implementation and help MFIs solve some of the problems during implementation.
3. AMFIU should put in place mechanisms to help other MFIs adopt and use the tool.
4. All CLNs that have not introduced the performance monitoring tool should consult with their members to determine if they will be able to adopt the tool.

8.2 UGANDA MICROFINANCE UNION**Background**

The second group visited Uganda Microfinance Union (UMU), a member of AMFIU, which began operations in 1997. UMU currently has 71,000 members and provides lending and borrowing services for its members. UMU has a loan portfolio of US\$8 million and uses the Micro Banker accounting software.

Benefits of the tool:

1. It is easy even for non-computerized MFIs.
2. The tool was designed to produce quarterly reports, but UMU modified it to produce monthly reports as well.
3. Its development was participatory and generated consensus.
4. It can be used by management to monitor the activities of UMU.
5. One report satisfies all (donors, other stakeholders, etc.).

Challenges:

1. The tool does not electronically transfer data from the UMU MIS.
2. The tool is not easy to modify. The formulas in the modified monthly reporting tool have some errors.

Recommendations:

1. All UMU branches should be computerized and required to report to UMU using the PMT.
2. AMFIU should support all the other MFIs such that they can report using the tool.

8.3 FEED THE CHILDREN UGANDA**Background**

Feed The Children Uganda (FTCU), also a member of AMFIU, is an NGO that focuses on child protection and microfinance. The microfinance aspect will be transformed to a separate entity in the near future. FTCU operates in 13 districts and has nine branches, with 31,000 clients. Its main products are a group loan and special loan for salaried individuals, with a flat interest rate of 3% per month. Its main focus is women, who make up 70% of the clients.

Benefits of the tool:

1. It is able to compare performance of the MFI over a period of time.

2. It is able to produce monthly and quarterly reports.
3. It is able to produce one report for all stakeholders.
4. It is user friendly; all definitions are in the system.

Challenges:

1. There are no technical staff members at AMFIU to give technical assistance to MFIs. MFIs have to rely on consultants even for small problems.
2. There is no direct electronic link with Microsoft Excel. One has to print first and re-enter the data manually into the performance monitoring tool.
3. The tool does not have the ability to calculate simple addition and subtraction in the process of inputting data.

Recommendations:

1. AMFIU should provide assistance to all MFIs and encourage them to report using the tool.
2. AMFIU should recruit technical staff to help members handle some of the technical problems that emerge during implementation.

8.4 AMFIU RESPONSES TO CONCERNS RAISED

- The performance monitoring tool began in 2003; AMFIU has been providing training to MFIs and district microfinance officers who should be able to provide technical support to the MFIs.
- AMFIU has employed a database manager to receive handwritten reports from non-computerized members and input their data into the system. Thus, non-computerized MFIs can submit manual reports.
- Any differences in financial years should not be a problem because the system allows 12 months in a year irrespective of when the financial year begins.
- The tool is compatible with Excel. One of the MFIs funded by WWB uses the tool to report; and WWB informed participants that it gets a report in Excel.
- There is a facility in Excel which one can use to make the changes to formulas and then automatically take the changes to the performance monitoring tool.
- The three MFIs (Faulu, UMU, FCU) visited report to AMFIU regularly without a reminder.

9.0 WORKSHOP CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS
Mr. Abdoul Anziz - Executive Director, AFMIN

Mr. Anziz reviewed the workshop objectives, participant expectations and a summary of the various recommendations that emerged in the course of the workshop and in the group discussion. Key issues are highlighted below.

Emerging issues:

1. Networks are not all at the same level with regard to implementation of performance indicators; some networks have started while others have not started at all. For those who have begun, implementation is recent (2001-2003).
2. The aim of the performance monitoring indicators is to promote transparency and standardization and benchmark performance of members so as to enhance the development of the industry.
3. The other initiatives that have been involved in the development of performance monitoring indicators are INAFI, AFRCA, MAIN at the regional level; and SEEP, MIX, WWB, and CGAP at the international level.

Challenges:

1. There is not a common understanding on indicators to be used; the 11 proposed by AFMIN are a minimum, CLNs can use more than that.
2. CLNs and MFIs lack training on the performance monitoring indicators and would like AFMIN to

- develop training modules on the indicators.
- 3. CLNs and MFIs lack:
 - computerized systems;
 - human resources;
 - appropriate software;
 - capacity among members to report; and
 - MIS.
- 4. There is a lack of financial resources.
- 5. There is inadequate information from members.
- 6. There is no leverage to collect information.
- 7. Donors require too much information.

Recommendations to AFMIN:

Participants recommended that AFMIN undertake the following measures:

1. Attend all meetings organized by country level networks to share information and experiences collected from other members and provide guidance on the indicators. Members should give plans of their meetings in advance to allow adequate planning.
2. Help new members identify an appropriate system to use. The emphasis should be on using tools already in place (i.e., MIX, SEEP, WWB and those within CLNs, such as, AMFIU and Consortia ALAFIA).
3. Inform all members of how to report on an annual basis.
4. Re-enforce exchange visits so that those MFIs that are just starting can learn from those who are already advanced.
5. Prepare a regional program to support the process of developing a performance monitoring system, which is on going among the members.
6. Coordinate all activities related to the building of shared indicators and systems.
7. Provide training in conjunction with service providers.
8. Carry out fundraising activities and initiatives.
9. Share information with members.

Recommendations to CLNs:

1. Commit to collecting data from members and disseminate information.
2. Develop tools for monitoring performance standards.
3. Train members and provide technical assistance on how to use the tool.
4. Sensitize MFIs on performance monitoring indicators.

Recommendations to MFIs:

1. Submit regular information to networks.
2. Commit themselves to training, workshops and information sharing.

Additional Comments and Recommendations from the Participants:

1. The CLNs from the UMOA zone have reached consensus to duplicate the ALAFIA initiative on performance indicators and would like to get support from AFMIN. The performance indicators will be compulsory to all CLNs and in line with central bank policy starting in September. They wish to be compliant by that time. ALAFIA will work with AFMIN on the process.
2. The participants were happy with AMFIU's performance monitoring tool and system, which is user friendly and could be duplicated by other CLNs in the region that are planning to start on the system. DFID should be contacted by AFMIN and AMFIU to see if it can support the adaptation process by other CLNs it supports.
3. CLNs are at different levels in the use of PMI and the target of AFMIN is to bring each of them on board. AFMIN may need to establish a unit to handle this issue as well as receive all data, process and aggregate it.
4. CLN should not wait for a computerized tool or system in order to collect information on performance indicators. They should start with what is available including developing a questionnaire that can be completed manually.
5. To the extent possible, members should conform to the AFMIN indicators so as to have standard reports.

6. CLNs that have not yet begun to use the tool expressed their commitment to begin implementation.

10.0 CLOSING REMARKS

Ms. Dorothy Katantazi-AMFIU

The workshop was closed by Ms. Dorothy Katantazi, the president of AMFIU and general secretary of AFMIN. On behalf of AMFIU and AFMIN, she thanked the participants for their high level of participation during the workshop. She thanked the organizers for having selected Uganda to host this workshop and the AFMIN board meeting that preceded it two days before. She reiterated the importance of performance indicators and pledged her own commitment and that of AMFIU to promote them. She thanked the participants for the good recommendations and urged them as well as AFMIN board members and secretariat to implement them.

List of Participants

NAME	ORGANIZATION	COUNTRY
Dr Amha WOLDAY	AFMIN	Ethiopia
Ms Janine AGNIKPE	Association d'Entraide des Femmes (ASSEF)	Bénin
Mr. Craig KIRKWOOD	Micro Rate	South Africa
Mr. Ibrahim Balla CAMARA	Association Professionnelle des Institutions de la Micro finance du Mali (APIM)	
	APIM. Mali	Mali
Mr. Ibrahima Kéno TRAORE	RIFIDEC	Mali
Mr. Kasuama wa Pakinzi S.HAKO	Consortium Alafia	DRC
Mr. Mathieu SOGLONOU	AISFD. CI	Bénin
Mr. N.Guessan René ABOUO	Micro Rate	Cote d'Ivoire
Mr. Patrick KERR	ZAMFI	South Africa
Mr. Reuben MUCHADA	AEMFI	Harare Zimbabwe
Mr. Tsegaye ANEBO	BOU / GTZ / FIDA	Ethiopia
Mr. Joseph MATOVU	AFMIN	Uganda
Mr. Abdoul Anziz SAID ATTOUMANE	AFMIN	COTE D'IVOIRE
Mr. Celestin GATERA	ANIP - mf	COTE D'IVOIRE
Mr. Ousmane ADAMOU	AMFI	Niger
Mr. Mark ROSTAL	Malawi Microfinance Network (MAMN)	Nairobi Kenya
Ms Emily CHIMUJI	Malawi Microfinance Network (MAMN)	Lilongwe-Malawi
Ms Mary MALUNGA	AMFIU	Lilongwe-Malawi
Mrs. Dorothy Katantazi Bbosa	AMFIU	Uganda
Mr. David T. BAGUMA	ADEFI	Uganda
Mr. Ramaroson ANDRIAMANGAZATO	SEEP	Madagascar
Mr. Patrick McALLISTER	Women's World Banking (WWB)	USA
Mrs Mariama ASHCROFT	Gambia Microfinance Network (Gamfinet)	New-York USA
Mr Tijan BANGURA	Microfinance Promotion Centre	Gambia
Mr Alhagi SAWANEH	AFMIN	Gambia
Mr. Masiga Edward	Ministry of Finance	Cote d'Ivoire
Ms Drollah N. Ssebagde	AMFIU	Uganda
		Kampala Uganda

The Africa Microfinance Network (AFMIN) Program to Build Shared PERFORMANCE Indicators
 Kampala, 19-22 July, 2004

Monday	Tuesday	Wednesday	Thursday
08:00 09:30 Registration of participants 09:30 10:30 Opening Ceremony Keynotes Address from : - AMFIU - AFMIN ED - Président de AFMIN - MOP	08:30 10:30 Performance monitoring systems in use by MFI's and Networks: success factors, challenges and lessons: AEMFI (Ethiopia), AMFIU (Uganda); ALAFIA (Bénin) Questions & answers	08:30 12:30 Visit to AMFIU Members.	09:00 10:30 Discussion, agreement and commitment on next steps: action plan to facilitate implementation of the program to build shared performance
10:30-11:00 Tea/coffee break	10:30-11:00 Tea/coffee break		10:30-11:00 Tea/coffee break
11:00-11:30 Workshop Introduction: Objectives and Programme by Célestin GATERA	11:00- 12:00: Trends of African MFI's rated by Micro Rate over the 4 last years	Visit to AMFIU members	11:00 12:30 Workshop conclusion and resolutions Closing ceremony by AFMIN Chairman
11:30-13:00 Results of the survey on the status of implementation of PI endorsed by AFMIN members, by Abdoul Anziz Said Attoumane	11:20:00-12:30 Training Modules for Training MFIs on Financial Ratios, by WWB	Visit to AMFIU Members	
13:00-14:00 Lunch Break	12:30-14:00 Lunch Break	Lunch Break	12:30 14:00 Lunch Break
14:00-15:30 Group discussions: Experiences and Challenges in implementing AFMIN program on performance indicators and standards, challenges and lessons learnt	Training Modules for Training MFIs on Financial Ratios, by WWB	Presentations What regulators expect from MFI's and why: by BOU What Donors and Investors look for in assessing MFI safety and soundness: SEEP	Networking
15:30-16:00 Tea/coffee break	15:30-16:00 Tea/coffee break	15:30-16:00 Tea/coffee break	15:30-16:00 Tea/coffee break
16:00-16:45: Presentations from the groups 16:45-17:00: Summary of the day	Training Modules for Training MFIs on Financial Ratios, by WWB 16:45-17:15: Arrangements for visits to Ugandan MFIs Summary of the day	Report from field visits 16:45-17:00: Summary of the day	Networking