



HOUSE OF  
TRAINING



# Embedding Effective Risk Management Framework in Microfinance

Connecting the Luxembourg Financial Centre to the Microfinance Sector

September 26<sup>th</sup> to October 3<sup>rd</sup>, 2024

Virtual Classroom

## PROGRAMME

### **PREPARATION WORK:**

*(to send before the training)*

1. *Why is risk management important for my organisation and what stage of development is it currently at (ranging from 1 – very limited to 5 – fully in place)?*
2. *What are my specific expectations for this seminar?*
3. *How many employees work in the Risk Management function and in the Internal Audit function?*
4. *Provide an organisational chart of the institution and its Board of Directors as well as any specialised committees (Audit Committee, Risk Committee, etc.).*

### **Thursday 26<sup>th</sup> September 2024**

08.30 – 09.00 <i>Luxembourg time</i>	<b>Welcome – Presentation of the participants, seminar organisation</b> Mrs Tisiana Baguet, Senior Training Advisor ATTF, House of Training Mr Samuel Grand, Moderator, Independent Non-Executive Director in Boards of financial institutions, former Chief Risk Officer, ALRIM Member and Coach in the project
09.00 – 09.30	<b>Review of preparatory work and expectations towards the seminar</b> <i>Interactive session on expectations, key questions and expected benefits</i> Mr Samuel Grand
09.30 – 11.00	<b>Corporate governance as a foundation for strategy execution and risk management</b> <i>Roles and responsibilities in top-down and bottom-up complementary approaches</i> Mr Samuel Grand
11.00 – 11.15	<i>Break</i>
11.15 – 12.45	<b>Transforming governance principles into an effective Risk Management function</b> <i>Implementation of Risk Management from architecture (“Design”) to execution (“Operating Effectiveness”) by combining “know-how” and “making it known”.</i> Mr Samuel Grand
12.45 – 13.00	<b>Half-day conclusion, questions &amp; answers, introduction to following day</b> Mr Samuel Grand

### **Friday 27<sup>th</sup> September 2024**

08.30 – 08.45 <i>Luxembourg time</i>	<b>Half-day introduction</b> Mr Samuel Grand
08.45 – 10.30	<b>Zoom on Credit Risk Management</b>



HOUSE OF  
TRAINING



### *Credit Risk Management and Assessment in Microfinance*

Mr Sergio Scandizzo, Head of Internal Modelling Division, European Investment Bank (EIB), Luxembourg, ALRiM Member and Coach in the project

- 10.30 – 10.45 *Break*
- 10.45 – 12.15 *Risk Management in Action: Building a microfinance scorecard*  
*Practice*  
*Case study*  
Mr Sergio Scandizzo
- 12.15 – 12.30 *Half-day conclusion, questions & answers, introduction to following week*  
Mr Samuel Grand

### **Monday 30<sup>th</sup> September 2024**

- 08.30 – 08.45 *Luxembourg time* *Day introduction*  
Mr Samuel Grand
- 08.45 – 10.45 *Risk Management in Action: Managing operational incidents and a corporate loss database + Managing risks of significant projects / changes in the organisation*  
*Practice*  
*Case study*  
Mr Samuel Grand
- 10.45 – 11.00 *Break*
- 11.00 – 12.30 *Using a coaching approach in the development of Risk Management*  
*A long-term vision of knowledge transmission of knowledge and building capacity*  
Mr Gilles Ossona de Mendez, Certified Coach, Inspirance Consulting, Coaching Counsellor
- 12.30 – 13.45 *Break*
- 13.45 – 15.15 *Testimonials of the coaching assistance in enforcing Risk Management*  
*Experience sharing from past selected MFIs – interactive session with participants*  
Duo 1 Coachee - Coach: Mr Ignace Musangamfura, Goshen Finance PLC, Rwanda and Mr François Petit  
Duo 2 Coachee - Coach: Ms Sovanchan Phou, Intean Poalroath Rongroeurng Ltd. (IPR), Cambodia and Mr Samuel Grand
- 15.15 – 15.30 *Day conclusion, questions & answers, introduction to following day*  
Mr Samuel Grand

### **Tuesday 1<sup>st</sup> October 2024**

- 08.30 – 08.45 *Luxembourg time* *Half-day Introduction*  
Mr Samuel Grand
- 08.45 – 10.30 *Zoom on information security, cyber risks and data protection*  
*Threats and risks related to information security. Basic cybersecurity measures and principles*  
Mr Jean-Hubert Antoine, Advisory Director, Cybersecurity, and Information Security Advisory Business, Mazars, Luxembourg
- 10.30 – 10.45 *Break*
- 10.45 – 11.45 *Key Risk Indicators – Overview, concept and methodology*



HOUSE OF  
TRAINING



Mr Yves Deceuninck, Independent consultant and coach, ALRiM Member and Coach in the project

11.45 – 12.45  
*Practice*

**Risk Management in Action: Defining and using Key Risk Indicators**  
Mr Yves Deceuninck and Mr Samuel Grand

12.45 – 13.00

**Half-day conclusion, questions & answers, introduction to following day**  
Mr Samuel Grand

### Wednesday 2<sup>nd</sup> October 2024

08.30 – 08.45  
*Luxembourg time*

**Half-day introduction**  
Mr Samuel Grand

08.45 – 10.45

**Consideration of Environmental, Social and Governance risks in MFIs**  
*Overview of ESG common features and round table discussion on possible implementation programs*  
Mr Samuel Grand and Mr Benjamin Gauthier, Partner at PwC Luxembourg, ALRiM Board member, project partner

10.45 – 11.00

*Break*

11.00 – 12.45

**Zoom on Liquidity risk management and concrete implementation of tactics in MFIs**  
*Using specific tools to mitigate liquidity, funding, and currency risks*  
Mr Guy Mertens, Associate, Plutus RIC, Luxembourg, ALRiM Member and Coach in the project

12.45 – 13.00

**Half-day conclusion, questions & answers, introduction to following day**  
Mr Samuel Grand

### Thursday 3<sup>rd</sup> October 2024

08.30 – 08.45  
*Luxembourg time*

**Half-day Introduction**  
Mr Samuel Grand

08.45 – 10.15

**Introduction to the Risk Management Graduation Model (RMGM) developed by “Risk Management Initiative for Microfinance” (RiM)**  
Mr Yves Deceuninck

10.15 – 10.30

*Break*

10.30 – 12.00  
*Practice*

**Risk Management in Action: Implementing and developing a Risk Heat Map to enable proper selection of the appropriate risk management tactics**  
Mr Samuel Grand

12.00 – 13.00

**Conclusion, Highlights of the Luxembourg Financial Centre and Closing Ceremony**  
Mr Soulémane Djobo, Programme Manager, ADA, Luxembourg and project partner, Mr Samuel Grand and Mrs Tisiana Baguet