

FROM IDEA

Breaking New Ground



Client-focused Business and Marketing Plans

15:45 – 17:00, March 7th, 2017

Jean Thiboutot, WOCCU Rwanda

UNCDF MicroLead Fourth Annual Peer-learning Workshop
Dar es Salaam, Tanzania
March 6-10, 2017



In partnership with 90 SACCOs
throughout Rwanda



WOCUU



.. and having this picture in mind



WOCUU

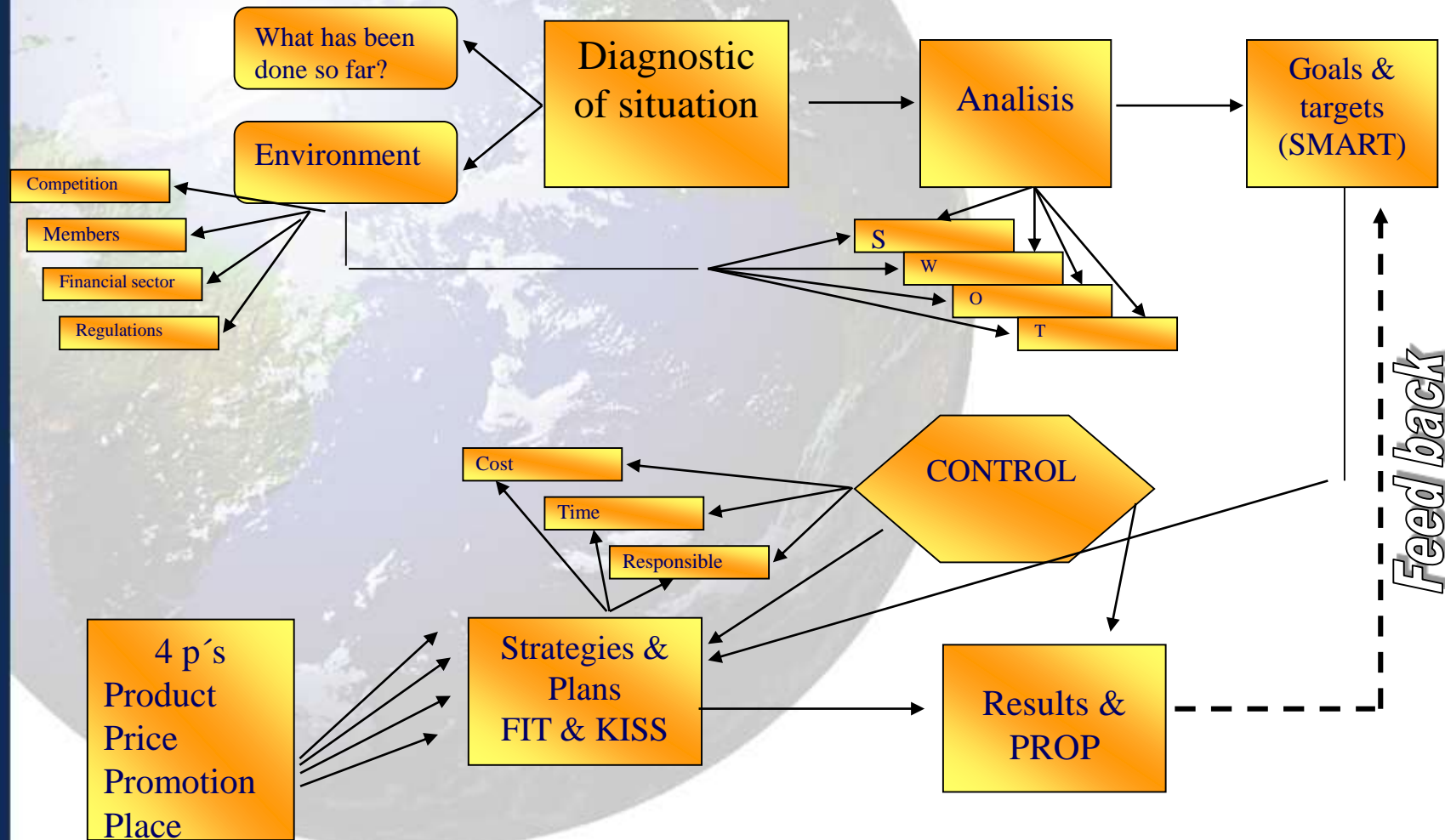


WOCCU's process in Rwanda

1. Diagnostic & analysis (geo, demo & account balance)
2. Client satisfaction survey & focus groups
3. Marketing plans focusing on financial inclusion and member's needs
4. Business plans on financial inclusion
5. Checked plans (KISS, FIT, SMART) & PROP for control & results
6. Results



Marketing Plan Process





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Marketing



How?
Level of fintech?

Partners

Processes

Distribution

Business model



Business plan & Balance sheet

PROFORMA Balance sheet

ASSETS						LIABILITIES & CAPITAL					
Description	31-Dec-14	%	Change	Projected 31-Dec-15	%	Description	31-Dec-14	%	Changed	Projected 31-Dec-15	%
Earning Assets						Interest-Bearing Liabilities					
Loans Outstanding	150,000,000	40.67	70,458,660	220,458,660	54.34	Current deposits	210,000,000	56.94	9,072,455	219,072,455	54.00
(-) Allowance for Loan Loss	2,500,000	0.68	7,000,000	9,500,000	2.34	Term deposits	3,000,000	0.81	13,227,589	16,227,589	4.00
Net Loans Outstanding	147,500,000	39.99	63,458,660	210,958,660	52.00	Security Savings	28,000,000	7.59	4,455,179	32,455,179	8.00
Liquidity reserves	0	0.00	28,398,281	28,398,281	7.00	External credits					
Other Short-term Investments	0	0.00	0	0	0.00	Total Bank Loans	0	0.00	0	0	0.00
Long-term F. Investments	194,000,000	52.60	(74,321,529)	119,678,471	29.50	Total Interest-Bearing Liabilities					
Non Financial Investments	0	0.00	0	0	0.00	Total Interest-Bearing Liabilities	241,000,000	65.35	26,755,223	267,755,223	66.00
Total Earning Assets						Non Interest-Bearing Liabilities					
Total Earning Assets	341,500,000	92.60	17,535,413	359,035,413	88.50	Short-term Accounts Payable	17,034,012	4.62	(11,151,511)	5,882,501	1.45
Non- Earning Assets						Total Non-Interest-Bearing Liab.					
Liquid Assets	25,308,847	6.86	(9,081,258)	16,227,589	4.00	Total Non-Interest-Bearing Liab.	17,034,012	4.62	(11,151,511)	5,882,501	1.45
Accounts Receivable	0	0.00	0	0	0.00	TOTAL LIABILITIES					
Fixed assets	1,000,000	0.27	25,369,833	26,369,833	6.50	TOTAL LIABILITIES	258,034,012	69.96	15,603,712	273,637,724	67.45
Other Assets	1,000,000	0.27	3,056,897	4,056,897	1.00	Capital					
Problem Assets	0	0.00	0	0	0.00	Member Capital	28,500,000	7.73	3,955,179	32,455,179	8.00
Total Non- Earning Assets	27,308,847	7.40	19,345,472	46,654,319	11.50	Institutional Capital					
TOTAL ASSETS						Total institutional capital					
TOTAL ASSETS	368,808,847	100	36,880,885	405,689,732	100.00	Profit/loss for the period	37,330,378	10.12	(17,045,891)	20,284,487	5.00
						TOTAL CAPITAL					
						TOTAL CAPITAL	110,774,835	30.04	21,277,173	132,052,008	32.55
						TOTAL LIABILITIES & CAPITAL					
						TOTAL LIABILITIES & CAPITAL	368,808,847	100	36,880,885	405,689,732	100.00

WOCCU



Income needed

COMPONENTS OF AN INCOME AND EXPENSE STATEMENT

					% of	Amount
I.	Capital Requirements	<u>31-Dec-14</u>	<u>% of Assets</u>	<u>31-Dec-15</u>	<u>Assets</u>	<u>Needed</u>
	Total					17,390,701
		<u>31-Dec-14</u>		<u>31-Dec-15</u>		
II.	Loan Loss Provision Requirements		<u>Provision</u>		<u>Provision</u>	
	Loan Delinquency Analysis	<u>PAR</u>	<u>amount</u>	<u>PAR</u>	<u>required amount</u>	
	Provisions for Risk Assets to create					5,250,000
III.	Operating Expenses	<u>31-Dec-14</u>	<u>Change</u>	<u>31-Dec-15</u>		<u>31-Dec-15</u>
	Total Operating Expenses	29,942,654	25.24%	37,500,000		37,500,000
IV.	Financial Costs	<u>31-Dec-14</u>	<u>31-Dec-15</u>	<u>Average</u>	<u>Int. Rate</u>	
	Total Financial Expenses					2,282,966
V.	Total Income Necessary (I+II+III+IV)					62,423,666



Assets Allocation and Interest Rate Pricing:

	Asset Balance	Asset Balance	Asset Amount	Average	Interest	Income	Income Amount
	<u>31-Dec-14</u>	<u>31-Dec-15</u>	Remaining	Assets	Rate (%)	Amount	Remaining*
		Amt. Allocated				12/31/15	
* Total Income Needed				(1+2)/2		(4 x 5)	62,423,666
Total Productive Assets	1	2	3	4	5	6	(7- 6)
to Allocate	341,500,000		359,035,413				
Loan fee & com Income	635,300					1,500,000	60,923,666
Account fee & passbook Inc.	7,110,942					8,000,000	52,923,666
Liquidity reserves	0	28,398,281	330,637,131	14,199,141	1%	141,991	52,781,675
Other Short-term Investments	0	0	330,637,131	0		0	52,781,675
Long-term Investments	194,000,000	119,678,471	210,958,660	156,839,235	7.0%	10,978,746	41,802,928
Non Financial Investments	0	0	210,958,660	0	0%	0	41,802,928
SUB-TOTALS	194,000,000	148,076,752	210,958,660				41,802,928
Loan Portfolio	147,500,000	210,958,660	0	179,229,330	23.32	41,802,928	



Results in %

	Baseline June 2012	% INCREASE
Members Savers		
Men	165,750	83%
Women	126,419	91%
Groups	20,672	141%
TOTAL	312,841	90%
Members / Active Savers		
Men	154,668	36%
Women	119,550	49%
Groups	18,459	97%
TOTAL	292,677	
Savings (USD)		
Men	\$6,842,920	54%
Women	\$4,414,860	42%
Groups	\$5,342,050	1%
TOTAL	\$16,599,830	
Number of Borrowers		
Men	8,540	67%
Women	3,174	97%
Groups	407	106%
TOTAL	12,121	
Gross Loan Portfolio USD)		
Men	\$4,073,059	139%
Women	\$2,161,019	87%
Groups	\$477,524	246%
TOTAL	\$6,711,602	

- **Case study: Maximizing the Impact of Spontaneous U-SACCO-Savings Group Linkages and video**

UN Capital Development Fund

THANK YOU



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