



*Association of Microfinance
Institutions in Rwanda*



ANNUAL REPORT 2014

We energise microfinance sector in Rwanda

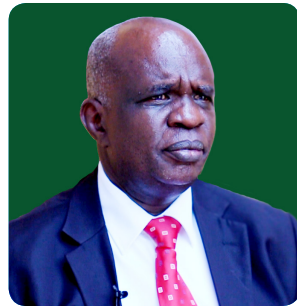
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Accronyms

AFMIN	Africa Microfinance Network
AFR	Access to Finance Rwanda
AMIR	Association of Microfinance institutions in Rwanda
CPP	Client Protection Principles
EAFMNET	East Africa Microfinance Network.
EDPRS	Economic Development and Poverty Reduction Strategy
MFIs	Microfinance Institutions
MINEDUC	Ministry of Education
NFSDP	National Financial Education Strategy and Financial Sector Development Program
NGOs	Non Government Organisations
DFID	Department for International Development
NMPIS	National Microfinance Policy implementation Strategy
RCA	Rwanda Cooperative Agency
RICEM	Rwanda Institute of Cooperatives, Entrepreneurship and Microfinance
RIM	Reseau Interdiocesain de Microfinance
SACCO	Savings and Credit Cooperative Societies
SBFIC	Savings Banks Foundation for International Cooperation
VSLA	Village Savings and Credit Lending Association.

AMIR BOARD OF DIRECTORS



Jean Marie Vianney NZAGAHIMANA
Chairperson



MUREBWAYIRE Denise
Vice Chairperson



KALISA K. Callixte
Secretary



DUSABUMUREMYI Merchias
Member



MUSONI K. Jean Louis
Member

AMIR SENIOR MANAGEMENT



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Peter J. RWEMA
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Jean NZAKAMWITA
DAF



Jean Damascene HAKUZIMANA
Senior Officer
Advocacy & Communications



Jean Pierre UWIZEYE
Senior Officer
Financial Education & capacity Building



Jean Baptiste HATEGEKIMANA
Senior Officer
Performance Monitoring and Inclusive Finance



*Association of Microfinance
Institutions in Rwanda*

BACKGROUND OF AMIR

Overview

AMIR is the only nation-wide network of Microfinance institutions in Rwanda. In 2014, AMIR was comprised of 108 members among them microfinance banks, limited companies and savings and credit cooperatives like Umurenge SACCO and NGOs or companies promoting microfinance

Vision

To become a strong and efficient organization that contributes to the development of the microfinance industry through the promotion of transparent management systems in MFIs, innovative and market led financial services and products.

Mission

The mission of AMIR is to offer diversified services to microfinance institutions to enable them to work professionally and contribute to poverty reduction in a sustainable manner.

Core values

Professionalism

Transparency

Unity

Integrity.

Addresses

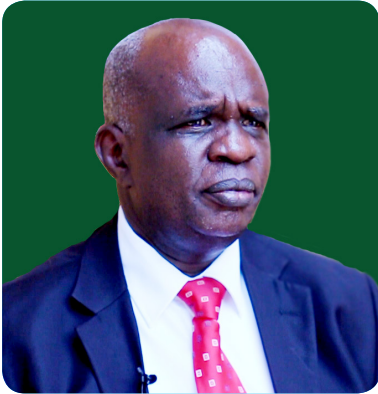
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I. A WORD FROM THE CHAIRPERSON

2014, marks the seventh anniversary of AMIR. We always remember the time when 32 MFIs came together to start this association, it was a humble beginning and after 7 years AMIR's work is built on a solid foundation that was laid by its members with a mission of becoming a strong and efficient organization that offers diversified services to MFIs and to the sector at large that enable them to work professionally and contribute efficiently to poverty reduction in a sustainable manner.

I am glad to note, on behalf of Association of Microfinance Institutions in Rwanda (AMIR), that in last seven years, we have lived up to our mission of building an efficient and strong organization and I am honored to present to you AMIR's 2014 annual report, which I trust that it clearly captures main activities and achievements of the organization in 2014 as well as its 2015 continuity.

Let me take this opportunity to sincerely congratulate AMIR members, my fellow Board of Directors, Supervisory committee, Conciliation committee and the Secretariat of the association for their steady commitment to serve the microfinance industry which has brought us this far.

In 2014, AMIR has seen its membership increasing with the recruitment of Imirenge SACCOs as members. Now AMIR has 108 members including microfinance banks, microfinance limited companies, NGOs that are promoting microfinance and Imirenge SACCOs.

It's again my sincere hope that we will work with everyone in 2015 to achieve more results as we enter the third year of our new five years strategic plan; 2013-2018.

We are very grateful to all our partners and friends in and out of Rwanda for their constant support and encouragement.

I thank you all for your continued support.

NZAGAHIMANA Jean Marie Vianney

Chairman, AMIR

II . EXECUTIVE SUMMARY

In 2014, AMIR, as the only professional microfinance association in Rwanda, has seen its membership growing to 108 members. The institution has been too dynamic this year from visiting all SACCOs in the country, meeting the whole local government apparatus for cooperation and admitting new members mainly Imirenge SACCOs.

AMIR has not deviated from its mission of offering diversified services to the micro finance institutions and the sector at large that enable them to work professionally and contribute to poverty reduction in a sustainable manner. This is evidenced in a chat of AMIR achievements as annexed in this booklet but indeed with the sectors' growth as presented in the National Bank of Rwanda reports, where MFIs' assets size registered an increase of 20.7% from July 2013 to June 2014, rising from FRW122.1 to FRW 147.4 billion. The increase was mainly driven by the liquid assets and gross loans which increased from FRW 47.5 to FRW 53.4 billion and from FRW 63.9 to FRW 81.2 billion, respectively.

Advocacy and networking activities centered on creating an enabling environment that is favorable for microfinance activities. AMIR represented the Rwandan microfinance sector nationally and internationally in several conferences and stakeholder meetings as well as through its membership in international networks. Furthermore AMIR developed a comprehensive advocacy and communication strategy where all issues hindering MFIs were compiled and distributed in a five year implementation strategy.

AMIR's work in inclusive finance and performance monitoring was remarkable. AMIR has put in place a Performance Monitoring Tool in line of becoming a microfinance data hub in Rwanda. AMIR has fostered the implementation of the code of conduct to AMIR members so that to promote the client protection principles. Partnerships for new products were developed where extending micro leasing and cash flow based lending to AMIR members was a priority in 2015

Capacity building and financial education programs have continued where AMIR has remarkably played its efforts in the establishment of Rwanda Institute of Cooperatives Entrepreneurship and Microfinance-RICEM where all classic trainings in microfinance will be channeled. A usual emphasis on coaching for AMIR members have been done in the areas of governance, credit administration and information management. AMIR financial literacy programs have gone far both on adult and youth. After piloting financial education to more than 100.000 school children as an innovation for education, national efforts are being finalized so that financial education elements are put in the Rwanda National education curriculum.

AMIR takes into consideration government programs and has shown its commitment to accomplish its part as given by the government especially in EDPRS 2, National Microfinance Policy implementation Strategy-NMPIS, National Financial Education Strategy and Financial Sector Development Program –FSDPII.

III. MICROFINANCE SECTOR PERFORMANCE

By end June 2014, the sector had 493 players including 13 limited MFIs, 416 UMURENGE SACCOs and 64 Non- UMURENGE SACCOs. The profitability trend of SACCOs shows a good step towards their self-sustainability.

Microfinance Sector Soundness

MFIs' assets size registered an increase of 20.7% from July 2013 to June 2014, rising from FRW122.1 to FRW 147.4 billion. The increase was mainly driven by the liquid assets and gross loans which increased from FRW 47.5 to FRW 53.4 billion and from FRW 63.9 to FRW 81.2 billion, respectively.

The Microfinance Sector continues to grow while remaining liquid and well capitalized. As at end June 2014, prudential norms show that the Capital Adequacy Ratio (CAR) stands at 31.9% well above the minimum regulatory requirement of 15%; the liquidity ratio stands at 86.2% against the minimum required of 30% and the Non-Performing Loans Ratio stood at 7.6% in June 2014 from 8.9% in June 2013. UMURENGE SACCOs alone recorded a growth of 20% in deposits, reaching FRW 44.4 billion end June 2014 from FRW 37 billion end June 2013 and loans granted increased to FRW 24.2 billion in June 2014 from FRW 16.4 billion in June 2013. As result, total assets increased from FRW 54.7 to FRW 68.8 billion, that is an increase of 25.7% for the period under review. The NPLs ratio for UMURENGE SACCOs knew a slight deterioration increasing from 6.1% in June 2013 to 7% in June 2014. This deterioration is mainly due to some SACCOs which experienced a weak portfolio management.

MFIs+UMURENGE SACCOs	30-Jun-13	31-Dec-13	30-Jun-14	Jun.14/Jun.13
Total Assets	122.1	128.7	147.4	20.7%
Cash &Cash Equivalent	47.5	42.1	53.4	12.3%
Cash in Vaults	2.8	2.2	3.3	16.1%
Cash in Banks	42.9	37.5	50.0	16.6%
Treasury Bills& Placements	1.8	2.4	0.1	-92.9%
Loan Portfolio (Net of Provisions)	60.9	71.2	77.9	28.0%
Gross Loans	63.9	73.5	81.2	27.1%
Non-Performing Loans	5.7	5.0	6.2	8.7%
Provisions	3.2	2.5	3.2	0.4%
Other Assets	13.6	15.4	15.9	17.5%
Liabilities	83.6	85.8	100.4	20.2%
Total Deposits	68.9	69.5	82.2	19.2%
Current Accounts	53.3	52.3	62.0	16.4%
Saving Accounts	10.9	11.9	14.1	28.3%
Short Term Deposits	3.9	4.0	2.6	-33.3%
Long Term Deposits	0.8	1.3	3.5	326.7%
Borrowings& Short Term Liabilities	8.7	10.0	11.7	34.3%
Other Liabilities	5.9	6.2	6.5	10.6%
Equity	38.5	43.0	47.0	22.0%
Earnings	6.5	8.9	9.1	40.1%
Retained Earnings/Accumulated Losses	2.9	2.9	6.5	125.8%
Net Profit/Loss of Period +/- (From January)	3.6	5.9	2.6	-27.3%
Paid up Capital	17.2	18.7	20.7	20.3%
Other Equity	14.8	15.4	17.1	16.1%
Total Liabilities& Equity	122.1	128.7	147.4	20.7%
NPL Max 5%	8.9%	6.8%	7.6%	
Liquidity Ratio Min 30%	89.3%	80.5%	86.2%	
CAR Min 15%	31.5%	33.4%	31.9%	

Source: BNR

IV. 2014 ACHIEVEMENTS

The activities mentioned in this report were achieved as grouped in the three departments that consist of AMIR through their respective duties. In this section achievements were retrieved in big lines and a detailed matrix of achievements is annexed to this report in Excel Sheet and it details all activities planned in 2014 and the achievement rate.

IV. 1. Advocacy and information sharing

Develop Advocacy and Communication Strategy:

The Advocacy and Communication strategy was developed for the microfinance Sector in Rwanda with a 5-year implementation plan. Issues hindering MF Sector were documented, printed and disseminated to Microfinance institutions for a general awareness.



AMIR chairperson, addresses the media during the CEO round table.

Improving regulatory framework for MFIs/MF Banks:

- A Study on improving the regulatory framework for Microfinance institutions and Microfinance banks was carried and recommendations were sent to the National Bank of Rwanda for further considerations

AMIR becomes the microfinance data one stop center/Information hub in Rwanda:

- The Performance Monitoring Tool developed by AMFIU and modified with inputs from AMIR was introduced in Rwanda for both performance management and reporting by MFIs including AMIR's members. A single tool captures institutional, financial, portfolio and social indicators, making the reports useful for BNR, as well as other internal and external stakeholders. The main advantages offered by this tool, include:
 1. Reports to various users, including the BNR as well as for board and management of the organization, donors and other stakeholders
 2. Reports include a diverse set of indicators, including portfolio, institutional, financial and social performance indicators
 3. Technology (software) is relatively low cost
 4. Compatibility and adaptability with a range of institutional types, including MFI Banks, MFIs, SACCOs and MFI-NGOs
 5. Appropriate to MFIs with advanced and low levels of IT infrastructure
 6. Allows better risk management
 7. Enhances transparency in reporting
 8. Promotes client protection and responsible lending practices
 9. Supports institutional transformation into regulated entities
 10. Enables institutional self-evaluation for continuous improvement
 11. Reports will enable assessment of impact of institutions on poverty reduction, urban and rural impact, and provide gender disaggregated data



The ProLiant DL380p Gen8 Server is selected to protect AMIR server investment and extend the life of data center with reliability, accessibility, and serviceability. This versatile rack-optimized server balances efficiency and performance, and makes management simple and effective.

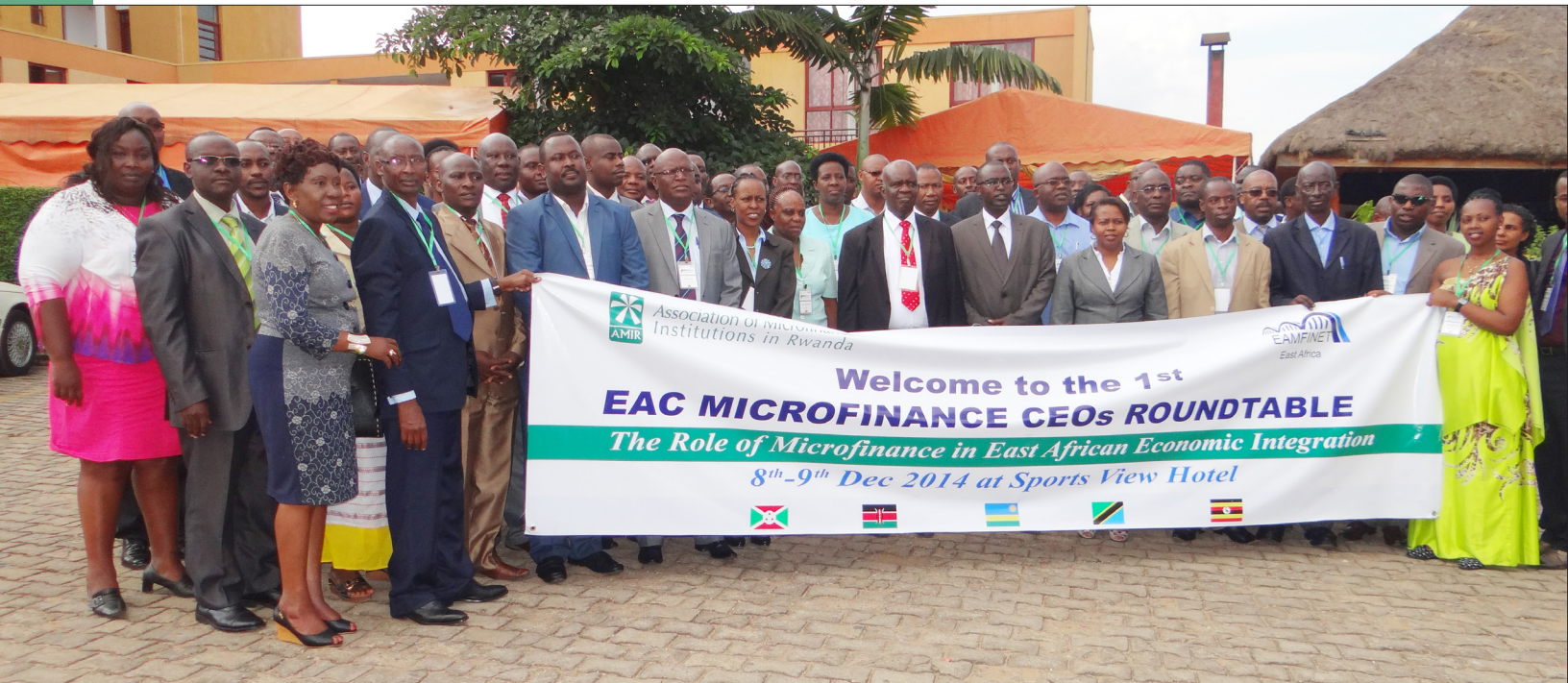


Organizing and attending national and regional microfinance forums:

- 12 CEO Roundtables were conducted in 2014. For the first time since its existence, AMIR in collaboration with SBFIC met all MFIs in the country including Umurenge SACCOs to collect their views on how to improve MF sector performance. The following are issues identified from round tables:

ADVOCACY ISSUES	CAPACITY BUILDING NEEDS	FINANCIAL EDUCATION IMPROVEMENT AMONG SACCO CLIENTS
Refinancing services	Loan Management	Savings & Credits Mobilization
Review of the laws regarding loan recovery process	Governance	Partnering with local leaders to take awareness to population
Computerization	Accounting	Credit plus(training clients on financial education after giving them loans)

- AMIR organised and hosted the first ever East African Microfinance CEOs Roundtable that brought together representatives from Uganda, Rwanda, Kenya, Burundi, Tanzania and South Soudan to discuss regional integration themes.
- AMIR supported by SBFIC met all districts leadership and other stakeholders and presented its achievements to them. MoU of cooperation were signed between AMIR and Districts where AMIR is part of district Access to Finance Forums.
- AMIR has actively participated in national, regional and international networks where it is a member to foster cooperation and learning new opportunities : AMIR participated in Rwanda Private Sector national exhibition, The SEEP Network annual conference, EAFMNET, AFMIN and MAIN annual conferences.



AMIR ANNUAL REPORT 2014.

Mobilise Umurenge SACCOS and other MFIs to become members of AMIR:

- 416 Umurenge SACCOS were mobilized and 53 have been admitted as members in November 2014 during the 6th General Assembly of AMIR. Others have continued to register and are awaiting the next General Assembly to admit them.



Jean Marie Vianney Nzagahimana, welcoming New Imirenge Sacco members of AMIR.



AMIR leadership mobilizing SACCOS of Kigali city



Huye, Gisagara and Nyanza SACCOS meeting with AMIR



AMIR leadership mobilizing SACCOS of Eastern Province



Rwema of AMIR addressing Imirenge SACCO of Rusizi and Nyamasheke

Maintaining AMIR Communication mix:

- 2 Rwanda Microfinance Magazines and Client leaflet INEZA Y'IMARI were produced and distributed to members and partners. 7 E-newsletters were also sent to partners.
- AMIR website was revamped (given a new design) and is operational and dynamic. It can be accessed at www.amir.org.rw The average of visitors per month is 1500. AMIR Twitter account recorded 150 influential followers in 2014. A new youtube AMIR channel for publishing video news was created in 2014

IV.2. Inclusive finance and performance monitoring

- In 2014, a continuous assistance to MFIs to put in place their marketing strategies was provided to 5 MFIs
- AMIR worked with different MFIs on the development and promotion of new products :
 1. Refining agri-lending products with CLECAM EJO HEZA, COOPEC INKUNGA, CPF INEZA, UMUTUZO SACCO, INYANGE SACCO and ABIHUTA SACCO.
 2. Promoting middle range financing program within 11 MFIs and 103 horticulture SMEs received technical assistance in business planning and 35 SMEs were linked to MFIs to get business loans.
 3. AMIR promoted micro leasing product within 4 MFIS where an assistance to develop that product. An evaluation workshop was conducted to assess the implementation of micro leasing in other five MFIs that were assisted in 2013
 4. Cash-flow based lending to SMES is a new product that AMIR with the support of MINECOFIN is developing and has in 2014, trained ToTs and staff from 10 MFIs in cash-flow based lending to SMEs.
- In 2014, responsible finance, code of conduct and promotion of client protection principles progressed as follow :
 5. 5 MFIs have been assisted to do a self-assessment on their weaknesses as far as SPM is concerned and other 5 MFIs were assessed in Client Protection Principles implementation: Those are : CLECAM EJOHEZA, WISIGARA, LETSHEGO, COOPEC INKUNGA and UMWALIMU SACCO.
 6. A baseline survey on the status of the implementation of code of conduct and its implementation was conducted and presented to stakeholders.



7. AMIR organized three workshops to disseminate the Code of conduct and Consumer protection principles among microfinance providers, quickly assess the level of implementation of the CoC and CPPs among AMIR and non - AMIR member microfinance providers, and encourage them to develop rough action plans to implement key elements of the Code of conducts. 217 people from 112 institutions participated in these workshops.
8. To ensure an effective follow up on the implementation of the CoC, AMIR organized a training of District Cooperative Officers on Code of Conduct implementation. The objective of this training was to empower the DCOs, who interact with the institutions in their daily basis, and equip them with a detailed knowledge about the content of the CoC to help them to maintain the CoC implementation momentum.
9. Smart campaign certified one local assessor in Client Protection Principles.
10. Increase the number of members that are reporting to MIX MARKET to 25 MFIs. 28 MFIs reported to MIX

IV.3. Capacity building and financial education

AMIR identified capacity building needs for members and the Micro score tool was used to 7 MFIs. After the assessment a capacity building plan according to needs was developed and AMIR conducted :

1. Internal Control training for 34 institutions,
2. AMIR trained 125 loan officers on SMEs cash-flow based lending and 15 ToT were certified.
3. Coaching for cashiers from different MFIs was provided. Individual coaching and technical assistance were provided to MFIs according to needs
4. An extensive work with AMIR stakeholders to establish and launch RICEM ended up by launching this institution. AMIR participated in the finalization of RICEM business plan and has assisted in putting in place curriculum for microfinance arm of RICEM. One AMIR Staff was sent to RICEM to be a permanent member of RICEM management in charge of microfinance arm.



Kalisa Callixte(L)representing AMIR's BoD and Thomas Konitzer(R) of SBFIC handing over a file and vehicles keys to Oscar Bahizi, RICEM Principal at the Office of AMIR



Hon. Minister François Kanimba at the official launch of RICEM.

5. AMIR Financial literacy programs registered important success to mention :

- 669 teachers trained in child social and financial education



- 70,000 Children received social and financial education/DFID/AFLATOUN courses and 40,155 children were mobilized to open microfinance accounts through AMIR-SBFIC savings mobilization.
- More than 292.217.561 million of FRW were saved through AMIR financial education programs
- 320 Children Savings Clubs were formed and 41.819 of accounts were opened in microfinance Institutions

The APEKI AMIZERO Nursery 2's SHEMA KEVIN started saving at five. On Photo with his parent and teacher, he was receiving award from AMIR's Jean Pierre UWIZEYE after having saved Rwandan Francs 48,000 with support from her mother.



- 70 Child Financial and social enterprises created



- 4000 VSLAS were linked to 4 MFIs: VFC, CLECAM WISIGARA, Umutanguha and COOPEC INKUNGA

V. 2015 PERSPECTIVES

- AMIR will in 2015, mainly put an emphasis on effective services to the microfinance sector in Rwanda. AMIR will continue to advance its work through the three departments namely advocacy and information sharing, capacity building and financial education, inclusive finance and performance monitoring
- This year, AMIR will straight hand on developing a hub of microfinance data through the performance monitoring tool. This tool will be showing areas of direct interventions in terms of coaching so that to cure performance challenges of microfinance institutions in Rwanda.
- AMIR's capacity building work will be maintained through Rwanda Institute of Cooperatives Entrepreneurship and Microfinance, where identified training needs will be solved.
- AMIR also will maintain cooperation with partners for its financial education programs which some were at the completion of pilot phase so that they are scaled up country wide with a target of including financial education into national curriculum.
- AMIR will continue the progress made in areas of transparency, Client protection principles, social performance management among others deemed to be important as MFIs have reached a certain level of maturity and solidness.
- AMIR will continue to spearhead the implementation of the microfinance sector code of conduct in the country. New products like cash flow based lending will be explored much for introduction to more microfinance institutions.
- The year 2015 will leave AMIR with a steady and operational AMIR Consult Ltd to ensure that the association can go further and be sustainable financially.
- Advocacy, information sharing and networking especially lobbying government authorities to deploy more efforts in solving issues identified to hinder the microfinance sector in Rwanda.
- In general 2015 will focus on delivering of demand driven products and services to its members, AMIR sustainability and transparency in the microfinance sector.

“In general 2015 will focus on delivering of demand driven products and services to its members, AMIR sustainability and transparency in the microfinance sector.”

VI. SNAPSHOT OF ACHIEVEMENTS

NO	ACTIVITIES	ACHIEVEMENTS
I. CAPACITY BUILDING AND FINANCIAL EDUCATION DEPARTMENT		
1.1	Identification of Capacity building of member needs, capacity building plan and Coaching	
1.1.1	Identification of capacity building needs for members with Microscore	7 MFIs were assessed by using Microscore
1.1.2	capacity building plan according to Members needs	Internal Control training for 34 institutions, SME on cash based lending for 10 MFIs with 125 loan officers trained and 15 TOT were certified.
1.1.3	Coaching for Loan officers trained in 2013	125 from 10 Mfis' loan officers coached
1.1.4	Coaching for Cashiers trained in 2013	10 MFIs's cashiers coached
1.1.5	Individual Coaching according to training delivered	Continuous work throughout the year
1.1.6	Technical assistance according to the needs identified	Continuous work throughout the year
1.1.7	Preparation of small saccos for computerization with implementation of management tools	Training of Sacco's employees in using AMIR Management tools(Management tools training for 120 SACCOS)
1.1.8	Exchange of Experience with Study tour (in country inter-MFIs) according to MFIs needs	Study tour on Governance and credit administration 5 saccos
1.1.9	Working with our stakeholders to establish and launch RICEM	<ul style="list-style-type: none"> Participation in the finalization of RICEM business plan 2.Assist in putting in place curriculum for microfinance arm of RICEM3. Second one of AMIR Staff to be a permanent member of RICEM management incharge of microfinance arm

1.2.1	Increasing the number of clients to be trained in Financial education at different levels	<ul style="list-style-type: none"> • 669 Teachers trained in child social and financial education • 70.0000 Children received social and financial education/DFID/AFLATOUN courses and 40,155 children were mobilized to open microfinance accounts through AMIR-SBFIC savings mobilization. • More than 292.217.561 million of FRW were saved through AMIR financial education programs. • 320 Children Savings Clubs were formed and 41.819 of accounts were opened in microfinance Institutions ... • 70 Child Financial and social enterprises created
1.2.2	Assist MFIs in development of products that meet VSLAs' needs and encourage atleast 4 MFIs in VSLGs-linkage process	4000 VSLAS were linked to 4 MFIs: VFC, CLECAM WISIGARA, UMUTANGUHA and COOPEC INKUNGA
1.3. AMIR STAFF AND BOARD CAPACITY BUILDING		
1.3.1	Strengthening AMIR management and governance capacity	A Technical advisor was recruited by AMIR supported by AFR and SEEP assistance to strengthen AMIR management and governance
1.3.2	Training of AMIR staff in various fields of their expertise	AMIR staff were trained in Impact assessment, Transparency and reporting, Training in financial management, Training on financial education, Training on VSLA, Network management , Communication Fellowship and English Proficiency.
II. ADVOCACY RESEARCH AND INFORMATION SHARING DEPARTMENT		
2.1	Develop Advocacy and Communication Strategy	<ol style="list-style-type: none"> 1. The Advocacy and Communication strategy was developed for the microfinance Sector in Rwanda with a 5 year implementation plan 2. Issues hindering MF Sector were documented, printed and disseminated
2.2	Improving regulatory framework for MFIs/MF Banks	A Study on improving the regulatory framework for MFIs and MF banks was carried and recommendations were sent to BNR for further considerations

2.3	Publish and distribute Microfinance magazines Editions and e-Newsletters	2 Rwanda Microfinance Magazines were produced and 7 E-newsletters
2.4	AMIR becomes the microfinance data one stop center/Information hub in Rwanda-	Performance Monitoring System and tool PMS/ PMT was put in place and members have started using it. PMT/PMS Data will be used to have a baseline of all MFIs and collect, analyze, and benchmark performance data of member MFIs.
2.5	Revamping AMIR Website	AMIR website was revamped(given a new design) and is operational and dynamic. It can be accessed at www.amir.org.rw . The average of visitors per month is 1500.
2.6	Structuring and categorizing AMIR membership	With the support of AMIR TECHNICAL Advisor, AMIR members were categorized into three categories: Microfinance Banks, Limited Companies, Bigger Saccos and Smaller SACCOs
2.7	Organize a Microfinance best practice week /Day	Organisation of Savings Day in November and awards of 3 Best MFIs
2.8	12 Media Stories	60 media stories were aired or published
	Organising CEOs roundtables	12 CEO Roundtables were conducted in 2014. For the first time since its existence, AMIR in collaboration with SBFIC met all MFIs in the country including Umurenge SACCOs to collect their views on how to improve MF sector performance.
2.1	Conducting Townhall Meeting	Town hall meeting conducted with a focus on Savings week theme/AMIR's ES was invited to be on the Pannel that comprised of Central Bank Governor and Minister of Finance and Economic Planning.
2.11	Visit all districts and key stakeholders to introduce AMIR activities and seek greater cooperation	AMIR supported by SBFIC met all districts leadership and other stakeholders and presented its achievements to them. MoU of cooperation were signed between AMIR and Districts where AMIR is part of district Acces to Finance Forums
2.8	To assist RICEM to establish a microfinance physical library	Negotiations were done with SBFIC and the microfinance library was agreed to be at RICEM and a microfinance window will be also at AMIR.

2.9	Develop, publish and Upload Various reports, consultancies and other documents to AMIR website	All open consultancy reports were published in hard and soft formats. AMIR is establishing a way that some key documents can be accessed after paying a fee.
2.11	Actively participate in national, regional and international networks that AMIR is a member and explore for new membership opportunities/ AMIR participates in national exhibition/Present a paper in SEEP, AFMIN, EAFMNET annual conferences	SEEP,SBFIC-GERMAN, EAMFNET, PSF NATIONAL EXHIBITION, MAIN, AFMIN
2.12	To organise regional conferences	AMIR organised and hosted the first ever East African Microfinance CEOs Roundtable that brought together representatives from Uganda,Rwanda, Kenya, Burundi,Tanzania and South Soudan.
2.13	Mobilise Umurenge sacco to become members of AMIR	416 were mobilised and 53 have been admitted as members in November 2014. Others have continued to register and are awaiting the next General Assembly to admit them.
2.14	Representation of MF sector to the Government and partners internally	AMIR continued to advocate for a conducive environment to various public institutions including : MINECOFIN,BNR,RCA, MINEDUC,MINICOM,MINAGRI among others.

III. INCLUSIVE FINANCE AND PERFORMANCE MONITORING

3.1	Assist 5 MFIs to put in place their marketing strategies	Continuous assistance to MFIs to put in place their marketing strategies.
3.2	Work with 5 MFIs to promote agri-lending products including Warratage	Six MFIs including CLECAM EJO HEZA, COOPEC INKUNGA, CPF INEZA,UMUTUZO SACCO, INYANGE SACCO and ABIHUTA SACCO were assisted to refine their agri-lending products.
3.3	Work with atleast 4 MFIs in promotion of Middle range financing	AMIR worked with 11 MFIs and 103 horticulture SMEs received Technical Assistance in business planning and 35 SMEs were linked to MFIs to get business loans.
3.4	Promoting microleasing product within MFIs	4 MFIs were assisted to develop microleasing product, an evaluation workshop was conducted to assess the implementation of microleasing in other five MFIs that were assisted in 2013

3.5	Promote cashflow based lending to SMES	With the support of MINECOFIN, AMIR has trained ToTs and staff from 10 MFIs in cashflow based lending to SMEs.
3.6	Market assessment and Product Development of 5 MFIs on using mobile payment systems, agency banking and point of sell facilities.	Ten MFIs began to work with mobicash company through the facilitation of AMIR
3.7	Work with 5 MFIs to do self assessment on their weaknesses as far as SPM is concerned in 2014	5 MFIs were assessed in CPP implementation: CLECAMJEHOEZA, WISIGARA, LETSHEGO, COOPEC INKUNGA and UMWALIMU SACCO
3.8	Conduct a baseline on the status of the implementation of code of conduct and monitor its implementation	<ol style="list-style-type: none"> 1. Baseline survey was conducted and presented to stakeholders. 2. The Cod
3.9	Promotion of Code of Conduct	<ol style="list-style-type: none"> 1. AMIR organised three workshops (to disseminate the Code of conducts and Consumer protection principles among microfinance providers, quickly assess the level of implementation of the CoC and CPPs among AMIR and non-AMIR member microfinance providers, and encourage them to develop rough action plans to implement key elements of the Code of conducts. 217 people from 112 institutions participated in these workshops. 2. For ensuring the effective follow up on the implementation of the CoC, AMIR organised a training of District Cooperative Officers on Code of Conduct implementation. The objective of this training was to empower the DCOs, who interact with the institutions in their daily routine, and equip them with a detailed knowledge about the content of the CoC and help them to develop a list of key priority actions that need to take place in order to ensure effective implementation of the CoC in their respective districts 3. Smart campaign certified one local assessor in CPP implementation
3.11	Increase the number of members that are reporting to MIX MARKET to 25 MFIs.	28 MFIs reported to MIX

IV. AMIR ADMINISTRATION AND FINANCIAL VIABILITY DEPARTMENT		
4.1	AMIR Consult Ltd established	Business plan for AMIR Consult was put in place and the management team was designated
4.2	Assessment of existing accounting software	The performance of the existing software was done to ensure that the software produces Reports (including programmable or special/ customized reports; multi donor reporting and other compliance requirements)
4.3	Training of users of the accounting software	A new accounting software was put in place to respond to the need of management, BoD, Donors, regulatory authorities etc in terms of quick and viable financial statements
4.4	Design of Cost Centres based on Programs delivered by AMIR and reallocation of costs to the new cost centres	Implementation of newly adopted system in a period of 6 months with support from RSK Associates
4.5	Implementation of audit findings and recommendations	All external audit recommendations are implemented and the report is submitted to BoD and Management

VII. LIST OF AMIR MEMBERS AS OF 2014

MICROFINANCE BANKS AND LIMITED COMPANIES

1	Atlantis Microfinance
2	AMASEZERANO CB LTD
3	CAF-ISONGA LTD
4	AGASEKE BANK LTD
5	DUTERIMBERE IMF LTD
6	UNGUKA BANK
7	INKINGI MICRO FINANCE LTD
8	RIM LTD.
9	URWEGO OPPORTUNITY BANK LTD
10	VISION FINANCE COMPANY LTD
11	GOSHEN FINANCE LTD
12	SAGER GANZA (EX SWOFT) LTD
13	LETSHEGO RWANDA LIMITED
14	UMUTANGUHA FINANCE LTD
15	COPEDU LIMITED

SACCOS

17	COOPEC ABADAHIGWA	25	ZIGAMA CSS
18	COOPEC UBAKA	26	COOJAD
19	COOPEC COMICOKA	27	INZIRA VILLE BUTARE
20	C.S.P.KI	28	INZIRA VILLE KIBUNGO
21	COOPEC INKUNGA	29	ISHEMA MULINDI
22	COOPEC ITI	30	COOPEC ZAMUKA
23	COOPEC KOZIBI	31	COOPEC CODEMARU
24	COOPEC INGASHYA		

32	COOPEC DUKORERURWANDA
33	COOPEC TWIZIGAMIRE
34	COOPEC IMPAMBA
35	CSTCR (CAISSE DE SOLIDARITÉ DES THEICULTEURS CYOHOHA RUKERI)
36	UMWALIMU SACCO
37	UNION DES CLECAMS WISIGARA
38	UNION CMF-UMULIMO
39	UNION DES CLECAMS EJOHEZA
40	CT RUSIZI
41	CT NYAMAGABE
42	CT MURAMBI
43	CT KACYIRU
44	CT MUGAMBAZI
45	CLECAM GASEKE
46	CLECAM KAYOVE
47	CLECAM ZAMUKA
48	CLECAM BIRUYI
49	CLECAM GISENYI

50	CLECAM NYAMYUMBA
51	CLECAM NYARUTOVU
52	COOPEC TRASO
53	CARE INTERNATIONAL
54	CPF INEZA
55	MULINDI TEA GROWERS SACCO
56	PTFW (PFUNDA TEA)
57	SACCO IBONEMO GACURABWENGE
58	AMIZERO SACCO GISAKURA
59	SACCO NGWINUREBE KIGEYO
60	SACCO INDASHYIKIRWA ZA MURUNDA
61	UMUTUZO SACCO
62	UMUSINGI RWAZA SACCO
63	ABAMUHOZA SACCO
64	SACCO ICYEZA
65	ISONGA SACCO BUNGWE
66	SACCO UMURAVA MUGANZA
67	SACCO ABAIHUTA KINIGI
68	SACCO UMUCYO
69	SACCO IMBEREHEZA MANIHIRA
70	KACYIRU SACCO
71	SACCO AKABANDO
72	SACCO NYABIRASI

73	SACCO DUKUNGAHARE RUHANGO
74	SACCO MUYIRA
75	SACCO DUFITUMURAVA MUSHUBATI
74	SACCO ABESAMIHIGO BA GIHANGA
76	SACCO TUGENDANIGIHE MUKRUA
77	SACCO FUMBWE
78	SACCO URUYANGE RUKOMA
79	SACCO IMBANZAMIHIGO MUSASA
80	SACCO-ICYEREKEZO RUSEBEYA
81	IMBONI SACCO KAGEYO
82	IYUNGURE SACCO CYANIKA
83	INYONGERA SACCO
84	SACCO VISION BUSORO
85	SACCO GITESI
86	UMURAGE SACCO
87	SACCO ABAHIZI
88	GIRUBUKIRE SACCO BUYOGA
89	SACCO DUKIRE GATEBE
91	SACCO IGISABO KINZUZI

92	COOPEDEBU SACCO
93	SACCO IJABO MURAMBI
94	INDORERWAMO KINYABABA SACCO
95	SACCO GASE
96	INGANZA SACCO NTARABANA
97	IMBADUKO SACCO BURERA
98	SACCO SHIRUBUKENE NGOMA
99	SACCO INTARUTWA
100	SACCO TUGIRUBUKIRE-KINIHIRA
101	SACCO IZUBA BASE
102	SACCO UMUSHYIKIRANO NYAKIRIBA
103	SACCO RUHUNDE
104	MBOGO DEVELOPMENT COOPERATIVE
105	INTOZAMUCO SACCO
106	SACCO ICYEREKEZO KIZIMA
107	SACCO SERUKA GISENYI
108	FINANCIAL SAFETY COMPANY
109	MOBICASH