



## Five Year Strategic Plan 2021 – 2025



October 2020

# MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

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## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **ABBREVIATIONS/ACRONYMS**

BCM	Busoga College Mwiri
BoG	Board of Governors
ICT	Information Communication Technology
M&E	Monitoring and Evaluation
MEXCOM	MWICO Executive Committee
MOBA	Mwiri Old Boys Association
MWICO	Mwiri Investment Club
NDP	National Development Plan
OBs	Old Boys
PTA	Parents Teachers Association
SACCO	Savings and Credit Cooperative Organization
SP	Strategic Plan
SPC	Strategic Planning Committee

## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **Foreword**

Mwiri Investment Club (MWICO) Strategic Plan for 2021 - 2025 sets out a bold and ambitious vision for the club. It provides a clear and important challenge to position MWICO as one of the leading School Old Boys' Investment Club. This strategic plan provides direction for the development of the club over the next five years, and it builds on the direction and successes of the previous achievements made by the club. Importantly, this inaugural plan is a forward-looking plan that lays the foundation for the club to provide sustainable service to its members for many years to come.

This Strategic Plan is the result of an intensive and rigorous process of thought, questions, analysis and consultation of the members. The breadth of its vision and the expertise and resources required to implement it involves partnerships with shared goals, mutual benefits and unambiguous responsibilities. The Plan envisages purposeful, focused and productive relationships with other stakeholders for its successful implementation.

**Muduuli Fredrick**  
**Chairperson**

## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **Acknowledgements**

I wish to take this honor to extent my appreciation to the Old Boys of Busoga College Mwiri who shared valuable ideas throughout this strategic plan development process. This strategic plan will guide the operations of the club for the next five years and benchmark for the years to come, since it is the first plan for the club.

Special and sincere thanks to Mwiri Investment Club (MWICO) Executive<sup>1</sup> and members of the Strategic Planning Committee (SPC)<sup>2</sup> for their tireless efforts and generously sharing their ideas, time and expert input during this strategic plan development process.

**Julius Oboth**  
**SPC Chair**

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<sup>1</sup> MWICO Executive include Mr. Muduuli Fred, Dr. Herbert Kyeyamwa, Mr. Frederick Kibbedi, Mr. Eric Naigambi, Mr. Mr. George Omunyakol.

<sup>2</sup> The SPC members included Mr. Julius Oboth, Mr. John Makhoha and MR. Fred Muduuli.

## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **Executive Summary**

Mwiri Investment Club (MWICO) started in 2017 by some members of Busoga College Mwiri (BCM) Old Boys with an objective of pulling financial resources together and invest in viable profit generating ventures. The Club had 79 members as of October 2020. When fully operational, the Club is envisaged to provide social support to BCM and grow members' equity.

Some of the achievements since inception are:

- i) Constituting the MWICO Executive Committee (MEXCOM), which acts as the Secretariat, formulated the constitution that was adopted by the members.
- ii) About 2,900 allotted shares (15%) have been paid for and 58 million shillings have so far been realized as members' equity.
- iii) Registration as a SACCO to upgrade the MWICO's legal status is ongoing.
- iv) Website and email address was designed and is running ([www.mwiriinvestmentclub.com](http://www.mwiriinvestmentclub.com)).
- v) Mwiri investment fund lending policies (2018) was developed and is operational.
- vi) Providing micro-loans to members using appropriate loan assessment tools and guidelines commenced.

Though there are some achievements, the operations of MWICO has been adhoc with limited strategic focus. With the envisaged growth of the club, MEXCOM adopted a strategic approach to the management of the club such that it remains focused and relevant to the needs of its members and other stakeholders in general. Thus this strategic plan seeks to realign the club's strategic direction in such a way that it becomes more responsive to the needs of its.

Following the internal and external environmental analysis of the club, a number of key issues were highlighted as they have implications on the successful implementation of this strategic plan. These issues will require the club to strategize and re-align itself over the next five years if it is to deliver on its desired legacy and mission. The key strategic priorities for the next five years are to:

- i. Increase membership from 79 to 429 and sustainably grow members' savings/equity from the current 15% to 80% and return on the investment from 18% to 23%.
- ii. Develop strategic partnerships with other stakeholders;
- iii. Strengthen the club management and accountability capacities;
- iv. Increase the club's visibility among members, institutions and the public;
- v. Monitor and evaluate the performance of the club against set goals.

# **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

## **1. INTRODUCTION**

The Mwiri Investment Club (MWICO) was started in November 2017 by some members of Busoga College Mwiri (BCM) old boys with an overall objective of pulling financial resources together and invest in viable profit generating ventures. MWICO launched on April 27<sup>th</sup> 2018.

As of October 2020, the Club had 79 members and is one of the growing old boys' investment clubs in Uganda.

When fully operational and embraced by the members, the Club is envisaged to offer information and referral services, create jobs, provide social support to BCM and grow members' equity.

MWICO seeks to develop and strengthen the capacities of its members socially and economically, through encouraging savings and provision of quick soft loans to them to engage in socio-economic activities. This plan provides the club with a five-year roadmap for development and business growth.

### **1.1 Key Achievements of MWICO**

Since inception in 2017, MWICO has had some significant achievements in mobilisation and recruitment of old boys to subscribe and become members. More specifically, MWICO has been able to achieve the following:

- vii) MWICO Executive Committee (MEXCOM) constituted and formulated the constitution which was adopted by the members. MEXCOM also operates as the Secretariat for the club.
- viii) Membership drive is ongoing currently 79 members have subscribed to the objectives of the club and over 58 million shillings have so far been realized as members' savings since November 2017.
- ix) Registration process with Uganda Registration Services Bureau (URSB) as an investment club was initiated and the name reserved under Registration Number: G180323-1178.
- x) Registration as a SACCO to upgrade the MWICO's legal status is ongoing.
- xi) Bank Account for MWICO was opened and is being monitored by a professional accountant.
- xii) Website and email address was designed and is running ([www.mwiriinvestmentclub.com](http://www.mwiriinvestmentclub.com)).
- xiii) Mwiri investment fund lending policies (2018) was developed and is operational.
- xiv) MWICO Investment Committee was constituted to evaluate and approve loan applications.
- xv) Providing micro-loans to members commenced using appropriate loan assessment tools and guidelines.
- xvi) Branding as means of improving visibility and marketing of the club has been undertaken through fliers, pull ups and tier-drops and proving information during school activities.
- xvii) There is continuous sharing information through various platforms e.g. WhatsApp fora, regular committee meetings, Annual General Meeting (AGM), etc,

### **1.2 Rationale for the Strategic Plan 2021 – 2025**

MWICO has been operating on adhoc plans with limited strategic focus. With the envisaged growth of the club that will operate in a very dynamic environment, MEXCOM thought it wise to



## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

adopt a strategic approach to the management of MWICO such that it remains relevant to the needs of its members and other stakeholders in general. This strategic plan seeks to realign MWICO's strategic direction in such a way that it becomes more responsive to the needs of its members and various stakeholders.

### **1.3 The Strategic Planning Process**

In one of its meetings, MEXCOM agreed to develop a 5-year Strategic Plan (SP) for MWICO by identification and nomination of the Strategic Planning Committee (SPC). The identified SPC included two pioneer members and the MEXCOM chairman. The SPC met several times to reflect on the mission, vision, core operating values and assumptions underlying the MWICO's approach to grow members' equity. These meetings set the stage for work sessions of the SPC during which MWICO's strategic direction was defined.

The SPC conducted an environmental scan including an internal organization assessment and interviews with some stakeholders to define the direction MWICO should adopt, that is, whether it should be a SACCO or a company limited by shares. The environmental scan and organizational assessment helped the Club assess both the challenges and opportunities it is likely to face over time.

The development of this strategic plan went through various participatory stages. The committee reviewed some documents related to MWICO, other Investment Clubs, SACCOS, and also held consultative meetings with MEXCOM. In addition, on the Mwiri Investment Forum, the members discussed and provided guidance on what investment club they wanted and this informed and defined the strategic direction for MWICO over the next five years. Based on the above processes, this strategic plan (SP) was developed including funds mobilisation strategies, which was shared with MEXCOM for their feedback so as to ensure that the document captures their aspirations. Due to Covid-19 pandemic restrictions, a revised draft after incorporation of comments from MEXCOM was produced and circulated to the members online for any additional input. This final



*the SPC and MEXCOM discussing the Draft SP*

SP incorporates all the inputs from the stakeholders. MEXCOM will be responsible for the implementation of this SP and the general assembly will review the implementation progress and update the plan annually as may be required.

*This picture shows members of*



## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **2. SITUATIONAL ANALYSIS**

#### **2.1 Environmental Analysis**

MWICO, unlike other investment clubs, is a unique club that is comprised of only members who are Old Boys of Busoga College Mwiri. The members are of different age groups, diverse social status in the formal and informal sectors of the economy; some are residents in Uganda and others are in the diaspora. Despite these demographic differences, the members have shown interest to pool resources to invest and grow their equity to make profits. Therefore, MWICO needs to:

- Position itself in such a way that it remains relevant to the needs of its members;
- Define the strategic direction for the Club to clarify its scope and mandate.
- Carry out of an honest analysis of the internal and external environment within which it operates for the successful pursuit its aspirations.

The uniqueness of the MWICO members and nature of the service that MWICO offers presents both challenges and opportunities for the Club. MWICO operates in a very dynamic environment that is witnessing fast-changing social, economic, political, legal, and policy frameworks. The Government of Uganda through its Vision 2040 and the National Development Plan (NDP III) is promoting a saving culture by creating diverse saving opportunities in Uganda. MWICO plays a complementary role in this process of national transformation by encouraging its members to save and invest jointly. It is within such a context that the MWICO's strategic plan has been developed.

When MWICO is registered as a SACCO, it will become a legal entity under the Uganda Cooperative Statute of 1991 and Cooperative Societies Regulations of 1992. SACCOs are economic institutions doing business in order to grow, survive and become sustainable. SACCOs are tax exempt, which triggers beneficial maximization of all funding. Thus, it is a good strategy of MWICO to register as a suitable tax-exempt entity.

The minimum number of members required to register a SACCO under the current law is 30 people. As of 2015, there were over 6,351 registered SACCOs with savings of over UGX 120 billion, total shareholding of over UGX 25 billion and loans of UGX 80 billion. Cooperatives have also been formed in other sectors of the economy

As a business-focused member association, MWICO is expected to develop the most appropriate fiscal and non-fiscal capacities to deliver services that meet the various and dynamic needs of its members. Members of MWICO have very high expectations of what the club should do for them as individual members and collectively.

The situational analysis reveals that the internal and external environment presents both opportunities and threats with the potential to impact positively or negatively on the club's ability to deliver results in line with its strategic objectives, mission and vision, thus the need for SWOT Analysis.

## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **2.2 SWOT Analysis**

The purpose of this strength, weakness, opportunities and threats (SWOT) Analysis is to clearly identify the internal strength that can be built upon and weakness that need to be addressed and the external threats that require mitigation as well as the opportunity that MWICO should take advantage of.

#### **2.2.1 Strength**

<b>Sn</b>	<b>Strength</b>	<b>Measure To Enhance Strength</b>
1.	Committed Executive Committee members	Motivate the members when possible.
2.	Dedicated Investment Committee Members	
3.	Legally recognised entity (registered)	Register as a SACCO in addition to current status to maximize benefits.
4.	Members' moderate trust in the club	Build trust among the members
5.	Members with potential to meet their club obligations	Improve on communication and marketing strategy to tap into this potential
6.	Membership with diverse professions and big knowledge base	Improve on communication and marketing strategy to tap into
7.	Members with different age groups	
8.	Readily available consumers of the MWICO products	
9.	Availability of IT systems for financial management	Utilize and upgrade when appropriate.

#### **2.2.2 Weakness**

<b>Sn</b>	<b>Weakness</b>	<b>Intervention Required</b>
1.	Lack of operational staff	Recruit staff to handle operations
2.	Lack of office space for operations	Get office space
3.	Low levels of commitment by some members	Improve on communication and marketing strategy.
4.	Lack of ability by some members to meet club obligations	
5.	Inadequate marketing/ visibility among the OBs	
6.	Dependency on membership funding	Diversify investment options
7.	Low internal financial base	
8.	Inadequate M&E mechanisms	Strengthen M&E mechanisms Appoint an independent auditor

#### **2.2.3 Opportunities**

<b>Sn</b>	<b>Opportunities</b>	<b>Measure to exploit opportunities</b>
1.	Goodwill and support from MOBA, BoG, PTA	Closely engage them
2.	Existence of policy, legal and regulatory framework	Adhere to the requirements

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Sn	Opportunities	Measure to exploit opportunities
3.	Existence of diverse investment options with good return .	Explore and tap
4.	Network of similar clubs from other schools	Network and share experiences
5.	Big catchment area from which to recruit members (OBs)	Improve on the recruitment drive and implement marketing strategy.
6.	Existence of strategic linkages with banks and other institutions.	Develop partnerships and exploit
7.	Existence of supporting financial institutions such as Micro-Finance Support Centre (MFSC)	

### 2.2.4 Threats

Sn	Threats	Measures to mitigate threats
1.	Lack of enthusiasm from some sections of the OBs	Closely engage the Mwiri OBs
2.	Heavy government bureaucracy	
3.	Competition due to OBs in different clubs	
4.	General liquidity squeeze	Encourage the members

### 2.3 Key strategic priorities for the next five years

Following the internal and external environmental analysis of MWICO, a number of key issues need to be highlighted as they have implications on the successful implementation of this strategic plan. These issues will require that MWICO strategizes and realigns itself over the next five years if it is to deliver on its desired legacy and mission. Thus, there is need to:

- i. To increase and sustain members' savings (recruitment drive of new members, encouraging existing members to buy the allotted shares and save).
- ii. Develop strategic partnerships with other stakeholders (Banks (for loans, overdrafts), MFSC, other clubs, MDAs).
- iii. Strengthen MWICO management capacities (formalise MWICO SACCO registration, Office accommodation, staff, building trust, motivation, adopt ICT, Audits).
- iv. Increase MWICO visibility among members, institutions and public (communication strategy, marketing strategy, branding, networking, welfare).
- v. Monitor and evaluate the performance of MWICO against set goals (Audits).

## 3. STRATEGIC DIRECTION

### 3.1 Strategic Positioning

MWICO needs to position itself in such a way that it remains relevant to the needs of its members through mobilisation of financial resources from its members for short, medium and long-term investments for the benefit of its members.

## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **3.2 Strategic Framework**

This outlines the overall strategic framework, which includes the vision, mission and core values of the club.

#### **3.2.1 Vision**

Aspires to be a professional and world-class club that sustainably reaches out to the needs of its members.

#### **3.2.2 Mission**

To generate wealth and have financial security

#### **3.2.3 Core Values**

To serve members with honesty, commitment and accountability.

#### **3.2.4 Strategic Goals:**

- i. To realize a high return on members' investments.
- ii. To boost strategic partnerships
- iii. To develop and strengthen MWICO management capacities
- iv. To contribute to the visibility of the Mwiri Brand.
- v. To promote accountability to members.

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

### 4. STRATEGIC PLAN IMPLEMENTATION FRAMEWORK

**Table 1: Implementation Framework**

Strategic Goals (SG)	Strategic Actions	Key Deliverables	Performance Indicators	Baseline 2020	5 Years Target	Implementation Period				
						2021	2022	2023	2024	2025
<b>SG1.</b> To realize a high return on members' investments	Mobilise and recruit new members by 40% per year	New members recruited	40% new members recruited per year	0%	438%	40%	40%	40%	40%	40%
			Number of new members recruited	0	346	32	44	62	87	121
			Cumulative membership	79	425	111	155	217	304	425
	Encourage existing members to pay up for allotted shares (250 shares at 20,000 per share).	Members pay up their shares	% of fully paid up members	5%	80%	30%	40%	55%	70%	80%
	Review lending Policy to respond to current developments	Reviewed lending Policy	Up to-date lending policy.		Year 1		-	-	-	-
	Encourage members to borrow by topping up their savings	70% of share capital borrowed	% of lendable funds borrowed	131%	100%	100%	100%	100%	100%	100%
<b>SG2</b> To boost strategic partnerships	Establish formal business relationship with financial institutions (Banks, Micro-Finance Support Centre, etc)	MoU signed with Partner financial institutions	Debit to equity ratio	0%	50%	0%	10%	20%	30%	50%

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

Strategic Goals (SG)	Strategic Actions	Key Deliverables	Performance Indicators	Baseline 2020	5 Years Target	Implementation Period				
						2021	2022	2023	2024	2025
<b>SG3</b> Strengthen MWICO management capacities	Formalise MWICO SACCO registration	MWICO registered as SACCO	Registration Certificate	-	Year 1		-	-	-	-
	Acquire office accommodation	Administrative office	Physical office established	-	Year 2	-	-	-	-	-
	Recruit permanent administrative staff	Administrative staff recruited	Administrative staff reports	-	Year 2	-	-	-	-	-
	Adopt use of ICT as a driver for management and doing business	Appropriate ICT infrastructure developed and employed.	ICT infrastructure operational and used.	-	Year 2	-	-	-	-	-
	Develop succession planning system	TORs for various offices developed and operationalized.	The TORs for the respective offices/ positions	-	Year 1		-	-	-	-
<b>SG4</b> Increase MWICO visibility among members, institutions and public	Develop a communication strategy	Communication strategy developed and functional	Website developed; online communications; physical meetings (AGM, Committees);	-	Year 2	-	-	-	-	-
	Develop a Branding and marketing strategy	Branding and marketing strategy developed and functional	Flyers, brochures, drop ups, T-shirts, caps, logo, colours	-	Year 2	-	-	-	-	-
		Welfare products for members	Social responsibility to BCM, Medical	-	Year 2	-	-	-	-	-

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

Strategic Goals (SG)	Strategic Actions	Key Deliverables	Performance Indicators	Baseline 2020	5 Years Target	Implementation Period				
						2021	2022	2023	2024	2025
	Develop welfare products for members		insurance, contribution to funeral insurance							
<b>SG5</b> Monitor and evaluate the performance of MWICO against set goals	Build a strong effective internal corporate governance system with checks and balances.	Systems developed	Functional subcommittees establish;	-	Year 1					
			Number of complements and complaints registered	-	Continuous					
	Ascertain the required capacities in terms of facilities, resources, logistics, human resources, financial resources to realise the objectives	Required capacities established;	Required sources secured; Reports;	-	Year 1					
	Periodically analyse KPIs to determine the extent to which set targets are being realised and devise interventions for variances	Quarterly performance reviews and recommended interventions	Quarterly management accounts	-	Continuous					



## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**

### **5. PROJECTED FINANCIAL SOURCES**

The assumptions for the financial projections are:

- i) This Strategic Plan will be implemented;
- ii) The new members will be recruited as planned at 40% per year.
- iii) Allotted 250 shares per member at shillings 20,000 per share will not change during the Strategic Planning period;
- iv) Allotted shares purchased will grow at average of from the current 15% to 80% by the end of the planning period;
- v) Interest rate on loans to members will be charged at an average of 19%;
- vi) 70 % of the share capital will be borrowed by the members;
- vii) 22.5% of the share capital will be invested in other portfolios (in the proportion of: 10 % in Treasury Bills, 70% in Treasury Bonds, 20% Fixed Deposit);
- viii) Returns on fixed deposit will be at 5%;
- ix) Return on Treasury Bills will be 9.5%;
- x) Return on Treasury Bonds Treasury Bonds will be 12%;
- xi) Loan recovery rate will be at 90%;
- xii) Operational Annual work plans will be developed and implemented;
- xiii) Cheap financing/lendable funds from financial institutions partners will be obtained at an average interest of 10%;
- xiv) To encourage members to be passionate and abreast with club activities, every member will be required to make monthly savings of UGX 50,000 in addition to the payments of the 250 allotted shares;
- xv) Covid-19 effects will discontinue by the end of 2020.

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

**Table 2: Projected growth in key Investment Club areas namely: Membership, Shares, Savings and Loan Portfolio during 5-year period**

GROWTH CONSIDERATIONS	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2020	2021	2022	2023	2024	2025
<b>MEMBERSHIP PROJECTIONS</b>						
Annual Membership Growth (40%)	79	32	44	62	87	121
Cumulative Membership	79	111	155	217	303	425
<b>PROJECTED SHARES GROWTH</b>						
Annual Shares Growth	2,900	7,900	11,060	15,484	21,678	30,349
Cumulative Shares	2,900	10,800	21,860	37,344	59,022	89,370
Allotted Shares per @ member	250	250	250	250	250	250
<b>PROJECTED SHARE CAPITAL GROWTH</b>						
Annual Share Capital Growth (UGX)	58,000,000	158,000,000	221,200,000	309,680,000	433,552,000	606,972,800
Cumulative Share Capital (UGX)	58,000,000	216,000,000	437,200,000	746,880,000	1,180,432,000	1,787,404,800
Average share price (UGX)	20,000	20,000	20,000	20,000	20,000	20,000
% of allotted shares purchased	15%	30%	40%	55%	70%	80%
Cash flow Impact of share capital	58,000,000	64,800,000	174,880,000	410,784,000	826,302,400	1,429,923,840
Incremental cash flow impact of share capital	58,000,000	6,800,000	110,080,000	235,904,000	415,518,400	603,621,440
<b>PROJECTED SAVINGS GROWTH (UGX)</b>						
Annual Savings Growth UGX	0	18,960,000	26,544,000	37,161,600	52,026,240	72,836,736
Cumulative Savings UGX	0	18,960,000	45,504,000	82,665,600	134,691,840	207,528,576
Average annual savings@ member UGX (50,000 per month)	0	600,000	600,000	600,000	600,000	600,000
<b>PROJECTED BORROWINGS FROM FINANCIAL INSTITUTIONS</b>						
% of share capital borrowed from Financial Institutions (Debt to Equity Ratio)	0%	0%	10%	20%	30%	50%

### MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

GROWTH CONSIDERATIONS	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2020	2021	2022	2023	2024	2025
Borrowings Growth from Financial Institutions (UGX)	0	0	17,488,000	82,156,800	247,890,720	714,961,920
<b>PROJECTED LOAN PORTFOLIO GROWTH</b>						
New Loan Portfolio Growth (UGX)	58,000,000	45,360,000	122,416,000	287,548,800	578,411,680	1,000,946,688
New Borrowings based Loan Portfolio Growth (UGX)	0	0	17,488,000	82,156,800	247,890,720	714,961,920
Cumulative Loan Portfolio Balances (UGX)	58,000,000	45,360,000	139,904,000	369,705,600	826,302,400	1,715,908,608
Projected Number of Loans	13	50	100	150	200	250
Average loan @ member (UGX)	4,461,538	907,200	1,399,040	2,464,704	4,131,512	6,863,634
<b>Investment Portfolio Projections: UGX</b>						
Treasury Bills: Interest at 9.5% per annum	0	1,458,000	3,934,800	9,242,640	18,591,804	32,173,286
Treasury Bonds: Interest at 12% per annum	0	10,206,000	27,543,600	64,698,480	130,142,628	225,213,005
Fixed Deposits: Interest at 5% per annum during the period	0	2,916,000	7,869,600	18,485,280	37,183,608	64,346,573
<b>Total (25% of share Capital)</b>		<b>14,580,000</b>	<b>39,348,000</b>	<b>92,426,400</b>	<b>185,918,040</b>	<b>321,732,864</b>
<b>PROJECTED INCOME (UGX)</b>						
Income from Interest	11,020,000	8,618,400	26,581,760	70,244,064	156,997,456	326,022,636
Income from Investment Portfolio		1,509,030	4,072,518	9,566,132	19,242,517	33,299,351
Loan Application Fee	650,000	2,500,000	5,000,000	7,500,000	10,000,000	12,500,000
<b>TOTAL INCOME</b>	<b>11,670,000</b>	<b>12,627,430</b>	<b>35,654,278</b>	<b>87,310,196</b>	<b>186,239,973</b>	<b>371,821,987</b>

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

**Table 3: Cash flow Projections (UGX)**

DESCRIPTION	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2020	2021	2022	2023	2024	2025
<b>REVENUE</b>						
Interest Incomes	11,020,000	8,618,400	26,581,760	70,244,064	156,997,456	326,022,636
Investment Income	-	1,509,030	4,072,518	9,566,132	19,242,517	33,299,351
Other Incomes	650,000	2,500,000	5,000,000	7,500,000	10,000,000	12,500,000
<b>Total Revenue</b>	<b>11,670,000</b>	<b>12,627,430</b>	<b>35,654,278</b>	<b>87,310,196</b>	<b>186,239,973</b>	<b>371,821,987</b>
<b>EXPENDITURE (RECURRENT &amp; CAPITAL)</b>						
Interest Expense	-	568,800	1,933,920	3,845,088	6,520,723	10,266,612
Governance Costs	-	646,500	1,047,100	1,371,940	1,588,717	1,892,204
Administrative Costs	260,000	2,499,400	10,488,600	14,373,066	14,151,399	13,470,481
Employee Costs	460,000	2,760,000	4,320,000	5,880,000	5,880,000	5,880,000
Marketing Costs	75,000	915,900	1,207,260	1,495,164	1,625,230	1,807,321
Statutory Costs	150,000	220,000	300,000	380,000	380,000	380,000
<b>Total Recurrent Expenses</b>	<b>945,000</b>	<b>7,610,600</b>	<b>19,296,880</b>	<b>27,345,258</b>	<b>30,146,069</b>	<b>33,696,619</b>
Capital Expenditure	-	1,800,000	14,600,000	2,800,000	2,800,000	2,800,000
<b>Total Expenditure (Recurrent &amp; Capital)</b>	<b>945,000</b>	<b>9,410,600</b>	<b>33,896,880</b>	<b>30,145,258</b>	<b>32,946,069</b>	<b>36,496,619</b>
<b>PROJECTED SURPLUS</b>	<b>10,725,000</b>	<b>3,216,830</b>	<b>1,757,398</b>	<b>57,164,938</b>	<b>153,293,904</b>	<b>335,325,368</b>
Earnings per share	3,698.28	297.85	80.39	1,530.77	2,597.25	3,752.09
Return on the Investment	18%	5%	1%	14%	19%	23%

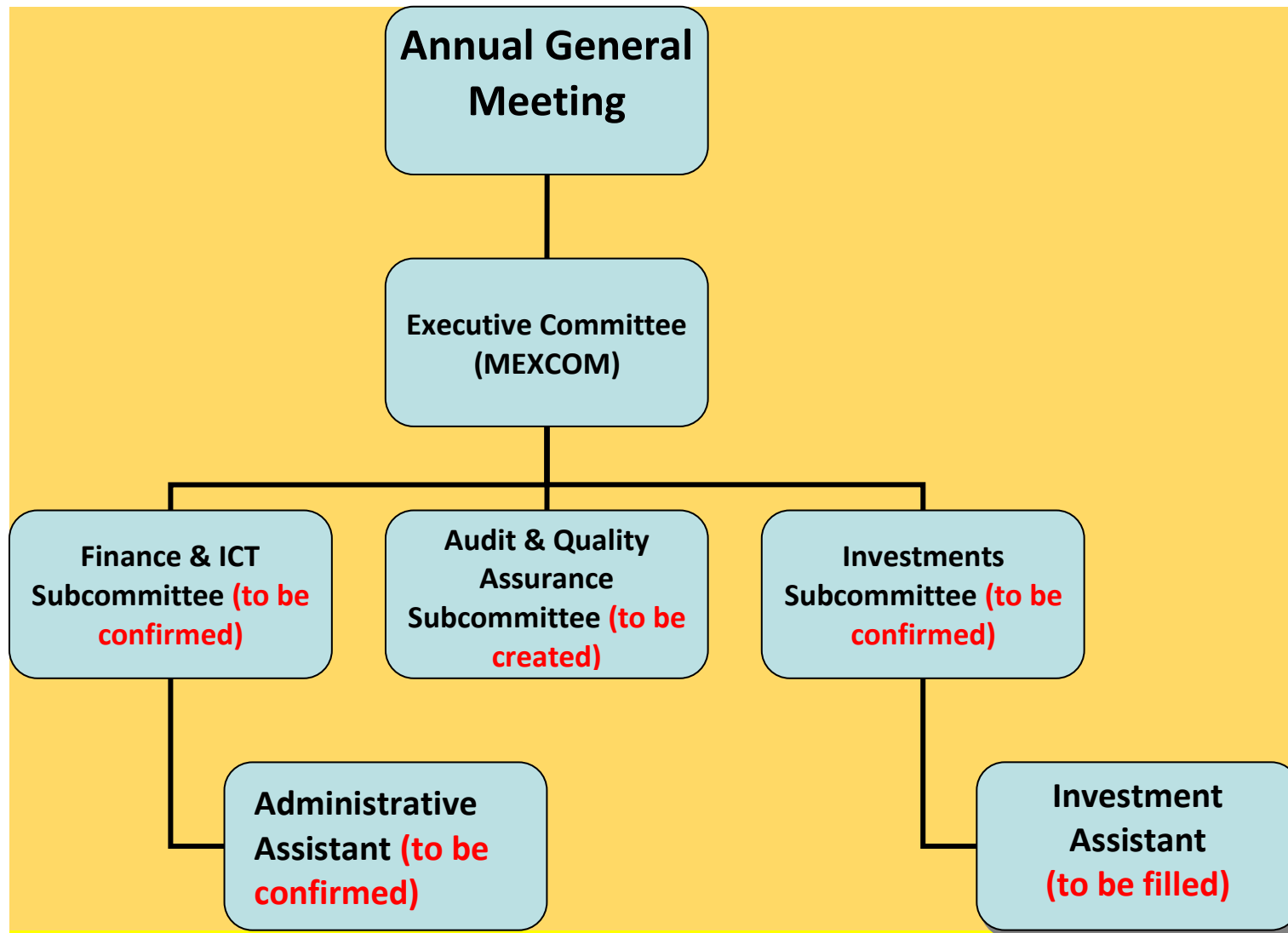
## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

**Table 4: Projected Balance Sheet (UGX)**

DESCRIPTION	Base Year	Year 1	Year 2	Year 3	Year 4	Year 5
	2020	2021	2022	2023	2024	2025
<b>ASSETS</b>						
Cash & Cash Equivalents	13,268,600	182,100,271	329,674,310	503,770,747	651,624,957	714,239,647
Trade and other receivables	3,579,000	54,607,537	96,847,696	135,085,904	151,499,591	110,555,781
Financial Instruments	-	14,580,000	39,348,000	92,426,400	185,918,040	321,732,864
Loans & Advances	43,000,000	45,360,000	139,904,000	369,705,600	826,302,400	1,715,908,608
Property and equipment	-	4,601,400	6,934,934	8,156,601	7,037,519	5,600,000
Intangible Asset	-	-	2,000,000	2,000,000	2,000,000	2,000,000
<b>TOTAL ASSETS</b>	<b>59,847,600</b>	<b>301,249,208</b>	<b>614,708,940</b>	<b>1,111,145,252</b>	<b>1,824,382,507</b>	<b>2,870,036,900</b>
<b>EQUITY and LIABILITIES</b>						
<b>Trade and other Payables</b>						
Members' Savings	-	18,960,000	45,504,000	82,665,600	134,691,840	207,528,576
Borrowings Low Cost	-	64,800,000	131,160,000	224,064,000	354,129,600	536,221,440
<b>TOTAL LIABILITIES</b>	<b>-</b>	<b>83,760,000</b>	<b>176,664,000</b>	<b>306,729,600</b>	<b>488,821,440</b>	<b>743,750,016</b>
<b>EQUITY</b>						
Members' shares	58,000,000	216,000,000	437,200,000	746,880,000	1,180,432,000	1,787,404,800
Share Transfer Reserve Fund	-	6,250,000	6,250,000	6,250,000	6,250,000	6,250,000
Retained Earnings	10,725,000	3,216,830	1,757,398	57,164,938	153,293,904	335,325,368
<b>Total Equity</b>	<b>68,725,000</b>	<b>225,466,830</b>	<b>445,207,398</b>	<b>810,294,938</b>	<b>1,339,975,904</b>	<b>2,128,980,168</b>
<b>TOTAL EQUITY and LIABILITIES</b>	<b>68,725,000</b>	<b>309,226,830</b>	<b>621,871,398</b>	<b>1,117,024,538</b>	<b>1,828,797,344</b>	<b>2,872,730,184</b>

## MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025

### *Appendix 1: MWICO Organisational Structure*





## **MWIRI INVESTMENT CLUB (MWICO) STRATEGIC PLAN 2021 – 2025**