

**ECOSYSTEM RESTORATION  
WITH AGROFORESTRY  
THROUGH  
SAVINGS CLUBS**

VSLA TRAINING MANUAL



## **ACKNOWLEDGEMENTS**

THE DEVELOPMENT OF THIS TRAINING MANUAL HAS BEEN A COLLABORATIVE EFFORT, DRAWING ON THE EXPERTISE AND EXPERIENCE OF SEVERAL ORGANIZATIONS DEDICATED TO FINANCIAL INCLUSION AND COMMUNITY DEVELOPMENT.

THE ORIGINAL DESIGN OF THE SAVINGS CLUB PROGRAM WAS CREATED IN PARTNERSHIP WITH THE GRAMEEN FOUNDATION, WHOSE INSIGHTS AND METHODOLOGIES HAVE PLAYED A FOUNDATIONAL ROLE IN SHAPING THIS INITIATIVE. ADDITIONALLY, THE TRAINING MATERIALS HAVE BEEN LARGELY ADAPTED FROM SAVINGS PROGRAMS IMPLEMENTED BY CATHOLIC RELIEF SERVICES (CRS), CARE, AND THE INTERNATIONAL RESCUE COMMITTEE (IRC)—ORGANIZATIONS WITH EXTENSIVE EXPERIENCE IN FOSTERING FINANCIAL RESILIENCE AND EMPOWERMENT AT THE COMMUNITY LEVEL.

WE EXTEND OUR GRATITUDE TO THESE ORGANIZATIONS FOR THEIR CONTRIBUTIONS TO THE FIELD AND FOR THEIR COMMITMENT TO SUSTAINABLE DEVELOPMENT. THEIR WORK HAS PROVIDED A STRONG FOUNDATION FOR THIS MANUAL, ENSURING THAT SMALLHOLDER FARMERS AND COMMUNITY GROUPS HAVE ACCESS TO EFFECTIVE AND TIME-TESTED SAVINGS STRATEGIES.

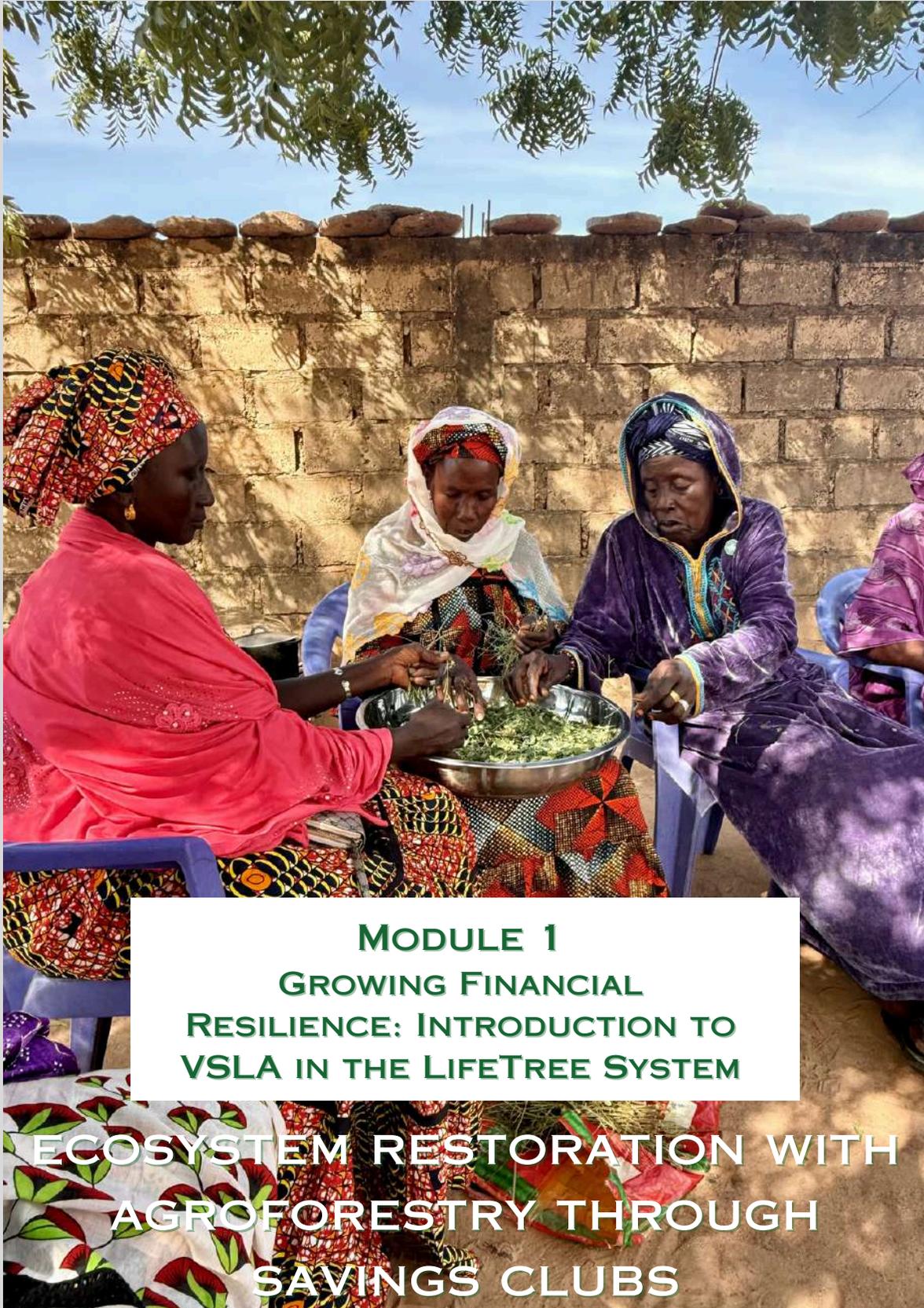
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**MODULE 1**  
**GROWING FINANCIAL**  
**RESILIENCE: INTRODUCTION TO**  
**VSLA IN THE LIFE TREE SYSTEM**

**ECOSYSTEM RESTORATION WITH**  
**AGROFORESTRY THROUGH**  
**SAVINGS CLUBS**



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## MODULE 1

### GROWING FINANCIAL RESILIENCE: INTRODUCTION TO VSLA IN THE LIFETREE SYSTEM

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# I. OVERVIEW

## GOAL

Farmers will learn what a Village Savings and Loan Association (VSLA) is, how it works, and how they can benefit from participating. By the end of this session, the participants will be able to decide if they want to participate in VSLA training with the goal of establishing a VSLA in their village.

## VENUE AND TIMING:

This module will take place as soon as a farmers' group in this community has completed one season of planting trees. It can be facilitated on its own or added on to any other training or meeting event. The training should be held in a participating farmer's Forest Garden, ideally with seating available for all participants.

## WHO SHOULD BE INVITED TO PARTICIPATE:

All members of the farmers group in the community and anyone else in the community who is interested and over 18 years of age. A special effort should be made to invite women to participate.

## RELEVANT MATERIALS:

- VSLA Facilitator's Guide
- VSLA Frequently Asked Questions document
- Sign-up Sheet

## PREPARATION:

Review and practice the Bean Activity on your own a few times before facilitating it to be sure the process is clear and that the different elements are covered.

## SUPPLIES:

- Flip chart and markers
- Stones or beans

## TOTAL TIME:

75 minutes



## II. INTRODUCTION

The facilitator will welcome the group and thank them for taking the time to attend this meeting. Tell them that the purpose of this activity is to explain the Village Savings and Loan approach, and to answer any questions members may have on VSLAs. With this information, groups should be able to decide if they want to pursue VSLA training and establish their own VSLA.

### 1. ACTIVITY - ICE BREAKER

Select or create an ice breaker that helps ensure that all attendees know each other.

### 2. ACTIVITY - HOW VSLAS WORK: FATOU'S STORY

Fatou had been participating in the VSLA in her community now for over a year. She and 19 other members of her community 15 women and 5 men decided last year to come together to save their money and qualify for small loans. At first, she was a bit hesitant about joining the group, since it met for 1 – 2 hours every week and with her responsibilities caring for her family – watching her children, fetching water and firewood, cooking and cleaning, she worried that she did not have enough spare time to participate. Her husband had encouraged her to join and now she felt very happy that she had.

First, she and the other members of the group set out to decide on their own group's Constitution. That was exciting. Together, they decided what the group's rules were to be. They also participated in the election of their own leadership group, which ended up being 6 women and 2 men. Fatou felt proud to have been elected as the group's Box-keeper, which meant that she was in charge of their savings box, which she kept in a secure location in her home and took to every meeting.

As part of their constitution, they agreed that they would each bring 500 FCFA to their weekly meeting, which was held at 9am every Wednesday. They had also agreed that the group needed to save for at least two months before they could start making any loans. Anyone who asked for a loan had to explain to the group what they planned to do with the money, and more than half of the group members had to agree that it was a good idea in order for the loan to be approved. Fatou had heard some really bad ideas from her peers which had not been approved as well as a lot of good ideas. Her favorite was from her friend Mariama, who used her loan to build a drying shed for the moringa leaves that she harvested from her forest garden. Once the moringa leaves were dried, they were preserved for much longer and could be used in soups and stews all year round and sold at a considerable profit in the market.

Another thing that Fatou liked about the VSLA was the Social Fund. You never know when you will have a family emergency. Each member invested 50 FCFA a week in the Social Fund. These funds could be used for an unexpected event such as the cost of a funeral, the cost of medicine for a sick child. Fatou herself had asked for a disbursement from the Social Fund when her husband had been involved in a motorcycle accident and needed to stay in the clinic for one week. Without that help, he could have died from his injuries.



## II. INTRODUCTION

### 2. ACTIVITY - HOW VSLAS WORK: FATOU'S STORY

But what Fatou liked most about participating in the Social Fund was having a chance to get together with her neighbors, many of whom she never really knew well before, to work on a common purpose. The VSLA helped all of them think beyond their daily troubles and imagine what they could do to make their lives better. Fatou, like her peers, felt that she was richer today not just financially, but also in terms of positive relationships with her neighbors, all thanks to the VSLA.

**a. How did participating in the VSLA help Fatou?**

**b. What different aspects of the VSLA did you learn about? - The Savings, the Social Fund and the Loan Fund, the value of collaborative work.**

**c. Does your community have a VSLA? Who among you has participated in a VSLA?**

**d. If no VSLA currently operates in your village, do you think a VSLA could work in your community?**

### 3. BEAN ACTIVITY - 75 MINUTES

The facilitator will draw 20 small circles in the dirt on the ground or on the flip chart. She then asks all participants to gather around so that they can see the illustration. Explain to participants how VSLAs work by (a) telling them about the information in Column 1 (explanation) of the table and (b) illustrating the information by drawing the beans on the flip chart or using beans on the ground following the guidance in Column 2 (diagram) of the table.





## II. INTRODUCTION

### 3. BEAN ACTIVITY - 75 MINUTES

EXPLANATION	DIAGRAM
<p>A VSLA is a group of 15 – 30 self-selected community members, both men and women. In the imaginary example we will discuss now, the VSLA has 20 members.</p>	<p>Draw 20 small circles, each about 5 centimeters in diameter, arranged in a circle. Each small circle represents a member, and the large circle represents the seating arrangement of the VSLA.</p>
<p>The group meets every week and each member has an opportunity to save at every meeting. In this VSLA, each member tries to save at least 200 FCFAs per week. 1 bean represents 100 FCFAs. In this case, 16 members save 200 shillings, 3 members are able to save only 100 FCFAs, and 1 member cannot save this week, but still attends the meeting as required by the group’s constitution.</p> <ul style="list-style-type: none"> <li>• How much have the members saved together this week? [Answer: 3,500 FCFAs]</li> </ul> <p>The savings are pooled into a group fund, called the Loan Fund. After a few meetings of saving, members will be able to borrow from the accumulated loan funds.</p>	<p>Place 2 beans inside the circles of 16 members, 1 bean inside the circles of 3 members, and no bean inside the circle of the member who is not able to save this week. (Keep these 4 members side by side to facilitate the next steps.) Then move the beans, member-by-member, into the center of the group. There should be 35 beans in the center for the first savings meeting.</p>
<p>In VSLAs, groups also constitute a separate smaller fund, called the Social Fund, which gives money to members to pay for certain emergencies. In this example, each member contributes 100 FCFAs in the meeting, except for the member who cannot save, and is also not able to contribute to the Social Fund this week.</p>	<p>Place 1 bean inside each member’s circle, except for the member who could not save this week. Then move the beans, member by member, into the center of the group, in a different pile. There should be 19 beans in this pile.</p>



## II. INTRODUCTION

### 3. BEAN ACTIVITY - 75 MINUTES

EXPLANATION	DIAGRAM
<p>How much have the members contributed to the Social Fund this week? [Answer: 1900 FCFAs]</p>	
<p>One member receives 500FCFAs as a grant since a close relative died and she needs to contribute towards the burial costs.</p> <ul style="list-style-type: none"> <li>How much remains in the Social Fund, after this disbursement has been made? [Answer: 1400 FCFAs]</li> </ul>	<p>Move 5 beans of the Social Fund toward one member (someone who did not receive a loan). 14 beans remain in the Social Fund pile.</p>
<p>All the groups' transactions (savings, taking and repaying loans, and accessing the social fund) happen during group meetings in front of all the group members.</p>	<p>Emphasize that everything happens inside the circle.</p>
<p>Between meetings, the group's money is kept in a locked Cash Box, kept by 1 group member, while other members have the keys to the Cash Box. The Cash Box is very safe and can only be opened during meetings.</p>	<p>Draw a square separated in two to represent the Cash Box outside of the circle, next to one of the members. Draw 3 padlocks on the sides of the Cash Box. Put the 35 beans (Loan Fund) in one of the two squares inside the box and the 14 beans (Social Fund) in the other square in the Cash Box.</p>
<p>The next week, the group meets again. It starts by verifying the amount in the Loan Fund and the Social Fund.</p>	<p>Move the 35 beans (Loan Fund) and the 14 beans (Social Fund) into the center of the circle, in separate piles.</p>



## II. INTRODUCTION

### 3. BEAN ACTIVITY - 75 MINUTES

EXPLANATION	DIAGRAM
<p>Each member has an opportunity to save at this meeting. The member who was not able to save last week, saves 200 FCFAs this week. Among the 3 members who saved 100 FCFAs last week, 2 save 200 FCFAs each this week and the 3rd saves 100 FCFAs. 2 members are able to save 300FCFAs each this week. The other 14 members save 200 FCFAs.</p> <p>How much have the members saved together this week? [answer: 4100 FCFAs]</p>	<p>Place:</p> <ul style="list-style-type: none"> <li>• 2 beans inside the circle of the member who did not save the previous week.</li> <li>• 2 beans inside the circle of 2 members who had spavined 1 bean the previous week.</li> <li>• 1 bean inside the circle of the other member who had saved 1 bean the previous week.</li> <li>• 3 beans inside the circle of 2 other members.</li> <li>• 2 beans inside the circles of each of the remaining14 members.</li> </ul>
<p>How much is there now in the Loan Fund in total? [Answer: 7600 FCFAs]</p>	<p>Then move the beans, member-by-member, into the center of the group. There should be an additional 41 beans, bring the total in the Loan Fund to 76 beans.</p>
<p>Members can now borrow from that group fund. IN this case, one member borrows 2000 FCFAs and another member borrows 1000 FCFAs.</p>	<p>Move 20 beans toward one member and 10 beans toward another member (46 beans remain in the center.).</p>
<ul style="list-style-type: none"> <li>• How much remains in the Loan Fund? [Answer 4600 FCFAs]</li> </ul>	
<p>The members who borrow must repay with interest after 1 months. The interest rate for this VSLA is 10% per month. How much interest must each of the borrowers pay [Answer: 200 FCFA and 100 FCFA].</p>	<p>Add 2 beans to the member who borrowed 20 beans and 1 bean to the member who borrowed 10 beans.</p>



## II. INTRODUCTION

### 3. BEAN ACTIVITY - 75 MINUTES

EXPLANATION	DIAGRAM
<ul style="list-style-type: none"> <li>How much interest must each of the borrowers pay [Answer: 200 FCFA and 100 FCFA].</li> </ul>	
<p>How much must each borrower repay in total? [Answer 2200 FCFAs and 1100 CFAs].</p>	<p>Move 22 beans and the 11 beans back to the center, joining the other beans. There should be a total of 79 beans.</p>
<p>In this second meeting, members contribute to the Social Fund. The member who was not able to contribute last week contributes for both weeks in order to catch up. The other members contribute for this week.</p> <ul style="list-style-type: none"> <li>How much have the members contributed together? [Answer: 2100 FCFAs]</li> </ul>	<p>Place 2 beans inside the circle of the member who did not contribute the previous week, and 1 bean inside the circle of the other members. Then move the beans, member-by-member, to the center of the group (a total of 21 beans), into the Social Fund pile. There should be a total of 35 beans in this pile.</p>
<p>After about 1 year of saving and borrowing, the groups money has grown through regular savings, interest on loans, fines and other group income.</p>	<p>Add 21 beans to the Loan Fund in the Cash Box, then bring all the Loan Fund beans back to the center (total: 100 beans).</p>
<p>The group divides all of its Loan Fund money and members get back their savings with a profit. Many groups have a 20% return on their savings – for example, if a member saves 10,000 FCFAs during the year, s/he gets back 12,000 FCFAs at the end of the year.</p>	<p>Move 5 beans back toward each member.</p>
<p>The group then starts another 1 – year cycle of saving and lending.</p>	<p>Do not show savings for the next cycle.</p>

# III. VSLAS FOR BUSINESS

## VSLA LOAN FUND

Fatou was excited about the start of the new cycle. She and some of the other women in the group had had a very positive experience over the last year growing vegetables on a shared 5-acre plot that the local authorities had given them thanks, in part, to advocacy on their behalf by Mother Trees. Two years ago, they had planted a living fence of Acacia trees around the farm, which was now almost tall enough to replace the temporary straw fence they had put up to keep the goats and cattle from damaging their crops. That same year, they had also planted alleys in their vegetable gardens with nitrogen fixing plants, which had significantly improved the vegetable yields they were getting out of the soil that had been exhausted from many years of peanut production. They had also planted fruit trees in the alleys on this plot which were starting to produce fruit, which the ladies both consumed at home and sold in the market.

The inspiration for their business idea came last year when they attended a training event organized by Mother Trees at one of the hotels in Kedougou . They had a large lunch as part of the training session. The food was good, but they noticed that there were no fruits or vegetables served as part of the meal. They asked their waiter why there were no fruits or vegetables served and he explained that during the dry season, they could not find local vegetables in the market that looked fresh and were sold at a good price. During that period, all quality fruits and vegetables that were available were imported and expensive.

After hearing this, the ladies spoke among themselves and arranged a follow-up meeting with the restaurant manager to find out whether he had an interest in buying fruits and vegetables that were produced locally and, if so, what products and how much he would want to buy weekly. With this information, the ladies went back to their village and figured out what it would take for them to produce and deliver these varieties of fruits and vegetables to fulfill this order on a weekly basis. They were confident that they had the skills to meet the order, but they would need a start-up loan to buy sufficient seeds, packaging and transportation to meet the commitment. Eight women in their group agreed to participate in the venture and they intended to request a loan from their VSLA group as soon as the second cycle was open for loan requests.

- 1. What do you think of the ladies' business idea? Do you think it will work? If you were in their group, would you approve their loan request?**
- 2. What had happened recently in this community that made this business possible?**
- 3. Do women in your community have access to land? If not, what could you do about it?**



# IV. DISCUSSION

## Q&A

**Tell the participants that if they want to start a successful VSLA, they must do 3 things:**

**a. Write a Group Constitution:** with rules on how much to save, what the interest rate per month will be, how the Social Fund can be used, and what penalties will apply to members who do not follow the rules, how often the Management Committee is re-elected and how many mandates members of the Committee may serve. The facilitator should show the participants an example of a VSLA Constitution.

**b. Elect a Management Committee:** which will be responsible for enforcing the constitution and running the weekly meetings. The Management Committee has the following positions, elected from the general membership. At least half of the Management Committee must be female.

- i. Chairperson, who leads the group meetings – must be literate and numerate.
- ii. Secretary, who keeps records of the group's financial activities – must be literate and numbered.
- iii. Box Keeper or Treasurer, who keeps the locked Cash Box between meetings.
- iv. 3 Key Holders, who keep keys to the locked Cash Box between meetings.
- v. 2 Money Counters, who count the money during the meeting – must be literate and numbered.

**c. Hold and Participate in Regular VSLA meetings:** following the established meeting agendas using the Constitution as a tool to guide and govern the group.

**Tell the participants:**

- As you see, VSLA members make rules, enforce them, and run group meetings themselves. If your group is interested in starting a VSLA. I will help you decide on your rules and teach you how to run meetings.
- It is up to you, as individuals and as a group, to decide how much to save, and what you might use the money for.
- The savings you have, and credit you can access can be used by each of you for personal reasons, or to invest in your Forest Gardens to ensure that you are able to meet your group's production and marketing targets.
- Before we go on to the Q&A, I want to give you a few questions to think about as a group. You can discuss them either now, or on your own later.



## IV. DISCUSSION

### Q&A

Ask the participants:

- **Are there any VSLAs already operating in your community?**
- **Do any of you belong to one already?**
- **If so, are they working well for the members?**
- **Can you join an existing VSLA if you want to?**
- **Do you, as a group, want to participate in training to start your own VSLA?**
- **Are there other people in your village who you think might be interested in participating?**

If you decide that you would like to create a new VSLA in your community, then collect the names and signatures of 20 – 30 community people over 18, at least half of them women, and submit the list to a Mother Trees staff person. Then we will reach out to you and plan the first VSLA training module.

Before wrapping up, take time to answer any questions. Use the Frequently Asked Questions document and leave a copy with them so that they can review it on their own.





**MODULE 2**  
**ROOTED IN STRENGTH: DEVELOPING A**  
**VSLA CONSTITUTION IN THE LIFETREE**  
**SYSTEM**

**ECOSYSTEM RESTORATION WITH**  
**AGROFORESTRY THROUGH**  
**SAVINGS CLUBS**



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## MODULE 2

### ROOTED IN STRENGTH: DEVELOPING A VSLA CONSTITUTION IN THE LIFETREE SYSTEM

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# OVERVIEW

## GOAL

Participants will learn how Village Savings and Loan Associations (VSLAs) work and will create VSLA constitution using a template that guides them through 12 areas of focus. Participants will make decisions about their VSLA in each section to develop the policies that will guide their VSLA operations.

## OBJECTIVES

By the end of this module, participants will:

- Commit to starting their own VSLA.
- Understand why a VSLA constitution is needed.
- Create a constitution to guide their own VSLA over the course of three meetings.

## VENUE AND TIMING:

This module should take place once the village has decided to create their own VSLA and has submitted a list of 20 – 30 community residents who want to join, at least half of them women. The training should be held at one of the member's farms where there is shade and seating available. Part 1 – 3 should each take 1 – 2 hours. At the end of each session, the relevant section of the Constitution should be completed by the group. At the beginning of each Part 2 and 3, the work done in each of the other sessions should be reviewed by the full group.

## RELEVANT MATERIALS:

- VSLA Facilitator's Guide
- VSLA Frequently Asked Questions Document

## PREPARATION:

Re-read this module and the VSLA FAQ Document

## SUPPLIES:

- Ring, string, ball, and cup for opening activity
- Roll of Flipchart paper and tape
- Markers
- 6 election boxes of different colors each with a small hole in it to allow for voting rocks to be deposited inside.



# **OVERVIEW**

## **SUMMARY OF ACTIVITIES**

### **OPENER: ICE BREAKER**

#### **I. VSLA CONSTITUTION PART 1: GROUP INFORMATION (1-2 HRS)**

- 1. Basic Group Information
- 2. Purpose of the VSLA
- 3. Who can join the VSLA
- 4. Structure of the VSLA
- 5. Election Procedures
- 6. Electing the Management Committee

#### **II. VSLA CONSTITUTION PART 2: GROUP GOVERNANCE (1-2 HRS)**

- 1. Activity
- 2. Recall procedures
- 3. Group meetings
- 4. Leaving the association
- 5. Penalties and Fines

#### **III. VSLA CONSTITUTION PART 3: GROUP POLICIES (1-2 HRS)**

- 1. Savings Policies
- 2. Lending Policies
- 3. Social Fund policies
- 4. Amending the Constitution



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### ICE BREAKER

Trainer should select an Ice Breaker from the Ice Breaker and Energizer Module lasting no more than 30 minutes.

### DESCRIPTION AND INSTRUCTIONS

The next 3 sections will assist the group in developing their own VSLA through the construction of a constitution. The facilitator should describe the relevance of each topic to the group and the group should discuss and decide which policies and regulations might be beneficial to their VSLA. A volunteer, the facilitator, or the elected record-keeper should record each group decision either by checking the box provided in this guide or writing the decision down. At the end of each part of this series of three sessions, the group members will draft an official constitution, using the template at the end of this document, for adoption during the third part of this VSLA Constitution meeting series.

Before beginning, the facilitator will ask the group to nominate a Scribe to record the group's decisions in the VSLA Constitution Template.

### 1. Basic Group Information

The facilitator should ask the group about basic information. The group should determine the information, and it should be recorded by the Scribe in the Constitution Template.

- a. What should the group be called?
- b. Does the VSLA have an address or mailbox? If not, might the group want a physical address?
- c. When was the VSLA formed? This officially happens when the constitution is complete, and all the members have approved it. When will the constitution be adopted?
- d. Date of registration. Is it necessary to have the VSLA legally recognized? What would the benefits be of getting the group legalized?

# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 2. Purpose of the VSLA

The group should think critically to identify the reasons they are creating the association.

#### a. What is the group's mission?

- Examples of the VSLA's mission might be:
  - i. To be an independent, profitable provider of financial services to members.
  - ii. To increase member access to funding for agroforestry
  - iii. To encourage women's businesses
  - iv. To save for children's school fees.

#### b. Who can be a member of the VSLA?

- Examples might be:
  - i. Will the group be all female or mixed?
  - ii. How old must someone be to join the group?
  - iii. Must all members be farmers?
  - iv. Must all members be literate and numerate?
  - v. Must all members have participated in the agroforestry project?

#### c. What services will the VSLA provide?

1. **Savings** : providing members with a safe place to store and grow their funds.

2. **Lending**: providing members with small loans that benefit the whole group through interest accumulation.

- How do loans help grow our saved funds?
- Why is it important to repay loans? What should we consider when applying for loans?
- What are the benefits of lending to people we know and trust? Why might it be dangerous to offer loans to people outside the group?
- Why might it be better to apply for a loan through our VSLA rather than a bank?

3. **Insurance**: a "Social Fund" made up of small contributions from each member each meeting to be used in case of an emergency or major life event for members.

- Why should there be an insurance fund? Why is contributing mandatory?
- Is the insurance fund a loan?
- When would it be acceptable for a member to use the insurance fund?
- What are some examples?



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 3. Structure of the VSLA Association

The facilitator explains the different “organs” of the VSLA.

- **The General Assembly** – the most important part of the association, is comprised of all group members. Key responsibilities of the General Assembly members are to:
  - a. Elect the Management Committee and monitor its activities.
  - b. Develop the group Constitution and amend it when needed.
  - c. Attend all meetings.
  - d. Actively participate in the meetings and contribute to group decisions.
- **The Management Committee** – a team of group members responsible for the proper functioning of the association. Enforces rules established by the General Assembly this Constitution, directs meetings, and represents the group to outsiders.

A template of the Management Committee positions, and their responsibilities are listed in the Table below. The facilitators should read through the list to be sure everyone is clear on them. The group will have the opportunity to revise this list if wanted in the next meeting.

#### Activity

**Objective:** Identify the most important selection criteria for each of the positions on the VSLA Management Committee

1. Divide the group into 5 work groups. – 5 min
2. Ask each group to appoint a note taker who will write the group notes on a piece of flipchart paper
3. Assign each group one of the five positions on the Management Committee
4. Ask each group to come up with 3 – 4 key selection criteria that they should use in identifying good candidates for that position. – 10 min
5. The secretary for each group reports back to the plenary on the selection they recommend for each position on the Management Committee. – 10 min
6. The flip charts produced by the small groups are hung around the space where the elections will take place.
7. The facilitator encourages the participants to apply these criteria as they nominate themselves or others for each position in the electoral process that follows. – 5 min

**Materials:** The list of 5 positions on the Management Committee; flip chart paper and markers; masking tape.

**Time Required:** 30 Minutes



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 3. Structure of the VSLA Association

POSITION	RESONSIBILITIES
<b>CHAIRPERSON</b>	<ul style="list-style-type: none"> <li>• Contacts and reminds all members about upcoming meetings, especially if the day or venue changes</li> <li>• Calls meetings to order, announces agendas, and leads discussions.</li> <li>• Ensures meetings follow proper procedure and that the constitution is respected.</li> <li>• Maintains discipline, charging fines as needed.</li> <li>• Facilitates discussion and ensures that all views are considered.</li> <li>• Resolves conflicts.</li> <li>• Represents the association to outsiders and nonmembers.</li> </ul>
<b>RECORD - KEEPER</b>	<ul style="list-style-type: none"> <li>• Accurately keeps and maintains the record books for the Loan Fund and the Social Fund.</li> <li>• Brings the records to each meeting.</li> <li>• Takes notes during the meeting of any important discussion points or decisions.</li> <li>• Ensures that all financial transactions concerning the social fund, savings deposits and lending take place appropriately.</li> <li>• Makes all passbook entries for shares and loans.</li> <li>• Provides a verbal summary of finances at every meeting.</li> </ul>
<b>BOX - KEEPER</b>	<ul style="list-style-type: none"> <li>• Keeps the association cashbox between meetings.</li> <li>• Ensures all finances are accounted for from meeting to meeting.</li> <li>• Brings the cashbox to and from each meeting.</li> <li>• Assists the record-keeper with passbooks and other record keeping.</li> </ul>



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 3. Structure of the VSLA Association

POSITION	RESPONSIBILITIES
<b>BOX - KEEPER</b>	<ul style="list-style-type: none"><li>• Keeps the association cashbox between meetings.</li><li>• Ensures all finances are accounted for from meeting to meeting.</li><li>• Brings the cashbox to and from each meeting.</li><li>• Assists the record-keeper with passbooks and other record keeping.</li></ul>
<b>MONEY COUNTERS (2)</b>	<ul style="list-style-type: none"><li>• Verified all movements of money both in and out of the cashbox.</li><li>• Counts the money during each cashbox operation.</li><li>• Informs the record-keeper of each transaction.</li><li>• Assists the record-keeper in resolving any cash-related discrepancies.</li><li>• Ensures the meeting venue is ready prior to the meeting.</li></ul>
<b>KEY HOLDERS (3)</b>	<ul style="list-style-type: none"><li>• The cashbox should have three locks that all must be unlocked for the box to be opened. Each key holder should have one of the keys.</li><li>• Brings key to each meeting.</li><li>• Opens cashbox at the beginning of each meeting.</li><li>• Closes cashbox at the end of each meeting once all material has been placed inside.</li></ul>



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 4. Election Procedures

The following fair election procedures should be applied to Management Committee elections. The facilitator will read the procedures below to the group:

#### **Management Committee Election Procedures:**

- Elections are held at the beginning of every cycle. This is an opportunity for members to change leaders regularly, but they can also vote to keep leaders who perform well. The Constitution should establish the maximum number of mandates a leader may serve in order to guarantee that leadership rotates over time.
- Before then, during a cycle, if a Management Committee leader needs to be replaced, or is not performing his or her duties, members may call for a special election.
- For the elections to have credibility, at least 2/3 of the registered members must be present.
- All voting is done by secret ballot, meaning that no one else will know who you voted for. This means that people can choose freely and not be influenced by what others think. There is no voting by show of hands.

#### **Nomination Process:**

- Members can nominate themselves or be nominated by another group member.
- Every nomination must be seconded by a second member.
- If a member is nominated, that member is free to accept or refuse the nomination. If the person does not wish to be considered for the position, he or she can refuse and should not be pressured.
- You must nominate at least 2 people for each position. This way, members have a real choice of leaders.
- In groups with both men and women, at least 4 of the positions on the Committee should be held by women and at least two of these positions should be held by women (Chairperson, Secretary, and Box-keeper.), unless there is no woman capable of performing the duties of the position.
- Note that the facilitator will be the election monitor, who will oversee the first election. All future elections, the group should nominate a trustworthy member of the group, by secret ballot, to act as an election monitor.

#### **Explain to the group how secret balloting works. Tell participants:**

- There are multiple different colored election boxes.
- Each candidate for each position is represented by 1 color box. The boxes have a small hole in the lid. To vote for a candidate, you will place a stone in the box of your choice. This will be done in secret (point to the tree or bush at a distance that you have designated as a voting point.) Only the election monitor will see you vote and no other member will know who you voted for.



# I. VSLA CONSTITUTION

## PART 1: GROUP INFORMATION AND ELECTIONS

### 5. Electing the Management Committee

Assist the group to nominate at least 2 candidates for the position of Chairperson, following the nomination procedures. Clearly indicate to the group members which box is assigned to each candidate.

#### **Hold the election for the Chairperson as follows:**

- Give each person a small stone.
- Each person in turn goes to the boxes, which are hidden from the members, but under the eye of the election monitor, and s/he deposits the stone in the box of his or her choice.
- When all members have voted, the election monitor opens the boxes in front of the full group and counts the number of stones in each box, confirms that the number of stones in all boxes is equal to the number of voters and declares the person with the most votes the winner.
- If there is no clear winner due to a tie vote, repeat the same process, this time only including the two candidates who are tied.

Repeat the nomination and election process for the positions of Secretary, Treasurer, Money Counter (At least 3 must be nominated and 2 elected), and Key Holders (At least 4 must be nominated and 3 elected). Note the members who have already been elected to positions also vote.

#### **After the members of the Management Committee have been elected, ask each of them to stand and repeat:**

- “I will fulfill my responsibilities as XXX of this VSLA”
- Each will also sign a sheet, prepared by the election monitor, that documents the results of the election.

The facilitator invites the other members of the group to applaud their newly elected Management Committee.

# I. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 1. Activity

Before continuing with the Governance sections of the Constitution, four volunteers from the group will perform two skits for the rest of the participants. One skit illustrates a very high performing Management Committee and the other illustrates what a VSLA group can do if one or more members of its Management Committee are not fulfilling their responsibilities. After the skit, participants should discuss what they learned.

### SCRIPT FOR A HIGHLY PERFORMING VSLA MANAGEMENT COMMITTEE

The Acacia VSLA is have a celebration at the end of its first cycle of operation. The members wish to thank all the members of the Management Committee for the great job they did in effectively leading the group successfully through their first cycle.

**Osman, a VSLA Member:** You know why we are all here today to celebrate our amazing Management Committee. Let me start by thanking all three “Key Holders”. None of you ever lost your key or forgot to bring your key to the meeting. Thank you for being so responsible.

**Another VSLA Member:** I want to thank Jamila for being so careful to keep our savings box so safe in her home and for always turning up to the meeting on time with the box in hand.

**Jamila the Box-Keeper:** Thank you so much. I want to take this opportunity to thank our two money counters. They always came to the meeting on time. Were always careful to count the money in front of all of the members to see and they always compared their totals, making sure that they agreed and if they did not agree, they started again.

**Hawa, one of the Money Counters:** It has been a real honor to serve this VSLA by making sure that the money count is correct and always agrees with the numbers that Aida, our Secretary and Record Keeper, writes in our VSLA accounting books. Aida has one of the hardest and most important jobs of all ensuring that each of our records is accurate and complete.

**Aida, the Record-Keeper:** Thank you all so much. I learned so much through the process of recording all your savings, loans, fines and social fund contributions. I think, through, that you will all agree that our VSLA benefited greatly from the leadership of our Chairwoman, Bintou. She always made sure we knew when and where our weekly meeting would be. She always came prepared with an agenda; was effective in managing our time; and was strict but fair in fining members when we skipped a meeting or arrived late. She made sure we took the necessary time to carefully consider loan applications before approving them and, if we ever had a disagreement, we managed to resolve it before the end of our meeting. She always consulted our group constitution, making sure that we always respected our own rules. Thank you Bintou for helping us all succeed.



# II. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 1. Activity

#### SCRIPT FOR A POORLY PERFORMING VSLA CHAIRPERSON

**VSLA Member:** Good morning, Chairperson, how are you today?

**Chairperson:** Good morning, I am fine, just very busy with work. How are you?

**VSLA Member:** Actually, not very well. I have some bad news to deliver to you.

**Chairperson:** Really? Please tell me, what is the problem?

**VSLA Member:** Members of the VSLA are concerned about your performance as Chairman. There was a private meeting held today and members have proposed a vote to recall you from the position, next meeting.

**Chairperson:** Really? I have dedicated so much time to the VSLA, I have done a great job. Why would anyone want me to step down as chairman?

**VSLA Member:** There have been many problems. For instance, at the meeting last month you fell asleep, and the record-keeper had to shake you awake. You have arrived more than ten minutes late to each meeting this cycle, which makes things difficult as the meetings cannot begin without you. Lastly, there was a meeting with a finance NGO last month that you were absent for.

**Chairperson:** But I have still worked very hard. I helped to organize all of our files and records submitted all of our paperwork for official registration and drafted detailed agenda for each meeting.

**VSLA Member:** That is true and you have been a great help to the group. We are not saying that you are not dedicated to the success of the VSLA, however, we are worried that your commitments to other matters might be interfering with your ability to be an effective chairman.

**Chairperson:** I understand what you are saying. To be honest, my daughter's shop in the market has become very successful and she has needed a lot of help to meet the demand of her customers. It has taken much of our time and I find myself struggling to maintain my duties as chairperson sometimes.

**VSLA Member:** I am very happy to hear of your daughter's success, but you must remember that if one member of the management committee is struggling then the whole association struggles as well. I would suggest stepping down from the position for now so that someone with more available time can lead the association. Everyone in the association knows that you are trustworthy and committed to the success of the group, there is no reason why you should not be elected chairperson again once you have more free time.

**Chairperson:** You are correct. If the association suffers due to my absence, then I suffer as well. I will wait and see what your group decides; if the group allows me to continue, I will recommit my efforts. My daughter is capable and will be able to manage without me. If I am recalled, then I will be able to help her more without worrying that I will disappoint the group. Maybe I could run for a different position during the next cycle.



# II. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 1. Activity

#### SCRIPT FOR RECALLING A POORLY PERFORMING VSLA CHAIRPERSON:

**VSLA Member:** That is a great idea. I think you would be a very capable record-keeper; the work you have already done shows that. Whatever decision is made, you are a valuable member for the association and no one is judging your character.

**Chairperson:** Thank you for saying that. I appreciate your honesty and I am happy you came to me directly. I also want whatever is best for the association.

#### **Following the skit, the facilitator will lead a short discussion about the skit:**

- In Skit 1, why did the group function so well?
- What was the difference between the VSLA Chairperson in Skit 1 and Skit 2?
- What was the reason for the recall?
- How might your group respond, if faced with the same situation?
- Problems in fulfilling governance responsibilities are many including lack of sufficient. Don't get personal.

The facilitator will explain that, for the benefit of the group, officers may be recalled by the General Assembly, if they are not performing their duties adequately. Recalls should never be implemented for personal reasons and should always be for a serious reason that is negatively affecting the group.

# II. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 2. Recall Procedures

The group will determine how to recall an officer that is not performing their duties adequately.

- **When should an officer be recalled?**
  - Failure to perform duties
  - Failure to follow the constitution
  - Favoritism
  - Lack of trust
  - Other: \_\_\_\_\_
  - Other: \_\_\_\_\_
  
- **How is an officer brought up for review?**
  - Any member of the General Assembly may request a meeting to discuss an officer's suitability to their position, with reasons clearly stated.
  - Any member of the General Assembly may request a meeting to review an officer's suitability to their position, with reasons clearly stated. The meeting will take place if it is seconded by another member.
  
- **What will your VSLA require for an officer to be recalled?**
  - Simple majority (more than half of the participants)
  - Supermajority (2/3rds)
  
- **What happens to the former officer after a recall?**
  - They become a member of the General Assembly.
  - They become a member of the General Assembly and are barred from the Management Committee for X cycles.
  - They become a member of the General Assembly and are permanently barred from the Management Committee. Only recommended in extreme cases.

# II. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 3. Group Meetings

The group will decide on the frequency of meetings and how they will be conducted. The first meeting will be conducted in the next training session with guidance from the facilitator.

- **How frequently should the group meet?**
  - Weekly meetings – ensures regular savings and group cohesion but can be difficult to accommodate varied schedules.
  - Every two weeks – provides sufficient time for savings between meetings.
  - Monthly meetings – too infrequent to ensure regular savings and disbursements. Not recommended, especially for new groups.
  
- **How long should a meeting cycle last before assets are distributed back to members, and new elections are held?**
  - Once per year, every 12 months
  - Every 9 months
  - Every 6 months – this may be too short to allow for sufficient savings and loan amounts, and growth.

### 4. Leaving the Association

The group will develop the policies necessary for a member to officially leave the association.

- **Should there be a penalty if a member must leave the group of out necessity prior to the end of a cycle?**
  - No, they should receive the full amount of their savings (no penalty)
  - 10% penalty
  - 20% penalty
  - 50% penalty (heavy)
  - Other: \_\_\_\_\_
  
- **How much should a member be penalized if they leave without a valid reason?**
  - None. They should receive the full amount of their savings and interest (no penalty)
  - 10% penalty
  - 20% penalty
  - 50% penalty (heavy)
  - Other: \_\_\_\_\_
  
- **What if a member is expelled from the Association?**
  - None. They should receive the full amount of their savings and interest (no penalty)
  - 10% penalty
  - 20% penalty
  - 50% penalty (heavy)
  - Other: \_\_\_\_\_



# II. VSLA CONSTITUTION

## PART 2: GROUP GOVERNANCE

### 4. Leaving the Association

- **What are reasons that a member might be expelled from the Association?**
  - Failing to make regular savings contributions – Define how many weeks of missed savings.
  - Failing to repay a loan – Define how many payments missed.
  - Failing to pay a fine – Define how many weeks of delay.
  - Missing 3 or more meetings in a row.
  - Corruption
  - Stealing
  - Other: \_\_\_\_\_
  - Other: \_\_\_\_\_
  
- **How would the Association handle the death of a member?**
  - Full amount of savings paid to next of kin.
  - Full amount of savings and social fund paid to next of kin.

### 5. Penalties and Fines

Fines are a way to maintain order in the group, enforce policies, and grow group savings funds. The group should decide which infractions should have fines attached to them and how much those fines will be.

- **Where should the funds from fines be deposited?**
  - Loan fund (helps grow the fund, resulting in higher savings for everyone)
  - Social fund (results in larger social grants but less savings)
  
- **What offenses should be met with fines? What should the fine of each be?**
  - Non-attendance at a meeting for personal reasons: \_\_\_\_\_
  - Failure to attend 2 meetings in a row: \_\_\_\_\_
  - Being late to a meeting: \_\_\_\_\_
  - Failure to following an association rule: \_\_\_\_\_
  - Chatting through proceedings: \_\_\_\_\_
  - Taking phone calls or not silencing the phone during meetings: \_\_\_\_\_
  - Showing disrespect to a fellow member: \_\_\_\_\_
  - Failure of a Management Committee member to perform their duties: \_\_\_\_\_
  - Other: \_\_\_\_\_
  - Other: \_\_\_\_\_



# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 1. Savings Policies

The facilitator will begin the Savings and Funds section of the workshop by explaining the following:

As you have learned, savings are the engine of VSLAs. Every amount that members deposit is carefully recorded, since it will be returned to you at the end of the year. At every meeting, the savings from all members is pooled together into a fund call the “Loan Fund”. This money is available for borrowing and members who take loans must repay them with interest. At the end of the cycle (with the term you set during the last session), every member gets all of their savings back, with the addition of profit. This represents a large amount of money which members can use any way they want.

Therefore, savings in VSLAs help members in 2 ways. First, it allows members to quickly and easily access credit when they need it. Second, it allows members to build up a larger amount of savings (much larger than you could achieve by saving at home) which they can get at a time they decide themselves.

Have you heard the saying, “One grain of sand at a time, an ant builds a hill bigger than itself”? Saving small amounts regularly is often easier than saving a large amount over a long period of time and it ends up building a lot of savings. If you try to accumulate money at home over a long period of time with the intent of depositing it as savings, there is a good chance you might use it for something else beforehand, resulting in limited or no savings. That is why VSLA groups meet regularly and give members many opportunities to save.

Next your VSLA will decide on a target savings amount that each member should plan to bring to a meeting. Here are some things to think about before deciding on a target amount:

- Any amount you are able to save is useful – you will not spend it needlessly, and you will get it back at the end of the cycle.
- To help members acquire this savings habit, the group will set a target savings amount. Each member should try to save at least this amount at every meeting.
- The target savings amount needs to be based on the savings capacity of the different members. You must ensure that all the members in the group are capable of meeting the target.
- When a member is not able to bring the targeted savings amount, it is not a problem.
- Saving less than the targeted savings amount is allowed. Whatever amount the member can save is useful.
- When a member cannot save for that week, s/he should still come to the meeting.
- However, members are encouraged to save more than the target savings whenever they can, so that they can build up more savings for themselves. This also makes more money available for lending.
- There is a maximum amount a member can save in a meeting, which you will determine momentarily. This prevents some members from dominating the group and getting an unfair share of the profit at the end of the cycle.



# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 1. Savings Policies

The group will now begin to develop actual policies for the services the VSLA will provide. First, the group will develop policies for saving with the VSLA. Both the target savings amount and the maximum amount of savings per meeting that can be deposited by a member will directly affect the amount of money in the loan fund.

- **What should the target amount that everyone should aim to save each meeting?**  
Remember that this must be an amount that everyone feels they can save prior to each meeting.
  - Low 300 FCFA
  - Medium Low 600 FCFA
  - Medium High 900 FCFA
  - High 1,200 FCFA
- **What should be the maximum amount a member can deposit into savings each meeting?**
  - 5 times the target meeting amount
  - 8 times the target meeting amount

Inform members that soon, they will initiate their first VSLA meeting and that they begin collecting savings so that they are prepared to bring at least the minimum amount established by the group to make their first deposit.

### 2. Lending Policies

The second phase in developing policies will cover the rules and regulations for lending. Policies should be clear and precise as lending policies will determine the amount that members' savings will grow over the course of the cycle.

- **Who is allowed to borrow from the group?**
  - Only group members (normal)
  - People outside the group (risky and discouraged)
- **What is the maximum amount each member can borrow?** A maximum amount makes it more likely borrowers are able to pay back the loan. It also ensures there is more money available for others to borrow.
  - Twice the value of the borrower's savings amount.
  - Three times the value of their savings amount.
  - Five times the value of their savings amount. (Risky)



# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 2. Lending Policies

- **Who will approve the loan?**
  - All loans will be approved (risky)
  - The chairperson will decide (not democratic)
  - The majority of members (half plus 1) must approve (best since the whole group will suffer if a member defaults on their loan).

#### Activity

**Objective:** Familiarize the participants with criteria they might use in deciding if a loan request is a good risk or a bad risk and could result in the loss of their savings.

1. Divide the group into 3 workgroups
2. Make sure each workgroup selects a record keeper and a presenter.
3. Assign each group one of the 3 scenarios to analyze.
4. Each group must state whether they would approve the loan or not and why.
5. Each group presents the results of their discussion.

The facilitator asks the plenary to define 3 or 4 criteria they will use in analyzing loan requests that come from their members.

**First Scenario:** Khadija had been in the group for 8 weeks. She had saved 4,800 FCFA and was asking for a loan of 15,000 FCFA to take her children to visit her sister in Dakar.

**Second Scenario:** Daba had saved a total of 75,000 FCFA and she wanted to buy a sewing machine that would cost 150,000. She did not know how to use a sewing machine but she was sure she would learn quickly, even if she was over 70 and had bad eye sight.

**Third Scenario:** Five ladies in the group had prepared a loan request together. They wanted to work together to produce a large volume of red peppers to sell over the border in Guinea. They were all experienced in horticulture farming. They had access to land. They had calculated the cost of the inputs and identified a buyer in Guinea who offered a price that was 25% higher than the buyers in Kedougou. They were requesting a loan of 48,000 to help with seeds, tools and transport. Their combined savings was 24,000.

#### Conclusion

Possible criteria that the groups might identify are:

- The loan should not be more than 2X the amount the borrower has saved.
- The person should have experience in and be capable of doing the type of activity they are proposing to do with the loan proceeds.
- The borrower should have done some analysis to determine if their proposed business idea responded to market demand and was financially feasible.
- The loan funds should be used for productive purposes.



# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 2. Lending Policies

#### Conclusion

- **The loan term sets the amount of time members have to repay their loan. What should the duration of the loan term be?**
  - 2 weeks (short)
  - 4 weeks (average)
  - 6 weeks (long)
- **How many loans can be taken out by an individual at once?**
  - One loan at a time
  - Multiple loans at the same time (as long as funds are available)
- **All members who borrow from the Loan Fund must repay a service charge (interest) along with the total amount they borrowed (principal).** An additional service-charge is added every 4 weeks on the disbursed amount, for as long as the loan has not been paid back. That means that for a 2-month loan, a member will have to pay 2 service charges. One at the end of the 1st month and one at the end of the second month, at which time, s/he must also repay the principal. When determining a service-charge rate, keep in mind that:
  - A low rate makes it easy for members to repay.
  - A low rate will make the loan fund grow slowly.
  - A low rate means that loans can be useful for more purposes.
  - A high rate makes the loan fund grow more rapidly.
  - A high rate might discourage some members from borrowing.
  - A high rate might lead to non-repayment of loans or loan default.
- **What should the service charge rate month be?** This rate should be high enough to build the group's capital but low enough not to discourage borrowing.
  - 5% (low)
  - 10% (average)
  - 20% (high)
- **Default, or non-repayment of a loan, is a serious offense and should have serious consequences.** When this happens, it hurts the entire group. It is generally reason enough to be expelled from the association. The VSLA may need to begin 'recovery actions' against the defaulter to retain lost money or collateral to replace the loan amount. VSLA may decide to review default instances on a case-by-case basis. **What should happen if a group member is not able to repay a loan?**
  - Automatic expulsion from the VSLA
  - One-time suspension from the cycle (after the loan is repaid), then expulsion if it happens again.
  - Review by the Management Committee
  - Review by the General Assembly.



# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 3. Social Fund Policies

The Social Fund is a grant that is intended to assist group members in times of need. It is not a loan as it is not meant to be paid back. This could be given to members for things like births, deaths, weddings, etc. The idea is that members each make a periodic contribution (usually a fraction of a share) during each cycle.

- **A request for a social fund grant can be made at any meeting where someone states a reason to be given a grant. Who can apply for a grant from the social fund?**
  - Any member with majority approval.
  - Any member with supermajority approval (2/3)
- **Under what circumstances can a social fund grant be requested?**
  - Emergencies
  - Events and celebrations
  - Death of Family member (given to next of kin)
  - Other: \_\_\_\_\_
- **What value should the social fund contribution be?**
  - 10% of the routine savings amount (small)
  - 20% of the routine savings amount
  - 50% of the routine savings amount
- **How often will contributions be made to the social fund?**
  - Every meeting
  - Every other meeting
  - Every three meetings
- **What if the social fund is left unused at the end of the cycle?**
  - Divide it among the members at the end of the cycle in accordance to the amount they contributed.
  - Add to the next cycle's savings assets.
  - Roll in fund over to the next cycle – disbursing amount donated only to members who decide to leave the group at the end of the cycle.
  - Use it for the end of cycle celebration.

# III. VSLA CONSTITUTION

## PART 3: GROUP POLICIES

### 4. Amending the Constitution

The facilitator should explain to the group that the constitution is a living document; it can be changed but it should not be easy to change.

- **Who can propose a change to the constitution?**
  - Any member of the General Assembly
  - Any member of the General Assembly, if seconded.
- **What are the procedures for a change to the constitution?**
  - Simple majority (too easy)
  - Supermajority (2/3)
  - Unanimous consent (too difficult)
- **When will the new constitution go into effect?**
  - Any time the constitution is amended.
  - At the beginning of the new cycle.

### **Finalize the Constitution so that it can be put up to a vote for approval by the group at the next meeting.**

The newly elected members of the Management Committee stay behind to work alongside the facilitator to make sure that the group's draft constitution reflects all of the decisions made by the group during the last three meetings. The constitution may be written by hand or typed but should be accessible to all group members. A photocopy of the constitution should be distributed to all members of the group at the next meeting.

# VSLA CONSTITUTION TEMPLATE

This document will be completed during the three-part VSLA Constitution Workshops.

## 1. GROUP INFORMATION

1.1 Name of the VSLA:

1.2 Address:

1.3 The VSLA was formed on (date the group adopted this constitution):

1.4 Date of registration (if the group is officially/legally registered):

## 2. PURPOSE OF THE ASSOCIATION

2.1 Mission Statement:

The purpose of this VSLA is to provide savings, loans, and emergency fund services to its members.



# VSLA CONSTITUTION TEMPLATE

## 3. STRUCTURE OF THE ASSOCIATION

3.1 The General Assembly is the governing body of the organization and is made up of all the group members.

3.2 The General Assembly governs the Management Committee

3.3 The Management Committee enforces the rules established by the General Assembly.

3.4 The Management Committee is made up of: 1 Chairperson, 1 Record Keeper, 1 Box Keeper, 2 Money Counters, and 3 Key Holders

## 4. ELECTION PROCEDURES

The following procedures are used during Management Committee Elections:

4.1 Elections will be held at the beginning of every cycle. The cycle length for this VSLA is \_\_\_\_ months.

4.2 Members may call a special election to replace a Management Committee Member at any time.

4.3 The minimum number of members who must be present to hold an election is (2/3 of the group):

4.4 Members can nominate themselves or be nominated by another member. A member must be seconded by another member before becoming a candidate.

4.5 No member can hold the same position on the leadership committee for longer than 2 cycles.

4.6 No member can remain on the Management Committee for longer than 3 cycles to give all group members a chance to lead the group.

4.7 At least 2 members must stand for the Chairperson, Record Keeper, and Box Keeper positions; 3 for Money Counter positions; and 4 for Key Holder positions

4.8 At least 4 members of the Management Committee must be women, including at least two of the following 3 positions: Chairperson, Secretary, and Box-keeper. The only exception to this rule is if the women in the group do not have the numeracy and or literacy skills to perform the position's duties.

4.9 All elections will use secret ballots for voting.



# VSLA CONSTITUTION TEMPLATE

## 5. RECALL PROCEDURES

5.1 Management Committee Officers can be recalled for the following reasons:

5.2 The procedure for bringing an officer up for review is:

5.3 For an officer to be recalled, the votes in favor of recall must be at least: \_\_\_% of members.

5.4 After the recall the former officer will:

## 6. GROUP MEETINGS

6.1 The Group will meet at the following intervals:\_\_\_\_\_

6.2 The meeting cycle will end, and assets will be distributed back to members every:  
\_\_\_\_\_

## 7. LEAVING THE ASSOCIATION

7.1 If a member must leave the Group out of necessity, the penalty taken out on their savings before being returned to them will be:\_\_\_\_\_

7.2 If a member leaves the Group without a valid reason, the penalty taken out of their savings before being returned to them will be: \_\_\_\_\_

7.3 If a member is expelled from the group, the penalty taken out on their savings before being returned to them will be:\_\_\_\_\_

7.4 A member will be expelled for the following reasons:

7.5 If a member of the association dies:



# VSLA CONSTITUTION TEMPLATE

## 8. PENALTIES & FINES

8.1 The funds from all fines will be deposited in the:\_\_\_\_\_Fund.

8.2 The fines for the following offenses will be as follows:

8.2.1 Non-attendance at a meeting for personal reasons:\_\_\_\_\_

8.2.2 Failure to attend 2 meetings in a row:\_\_\_\_\_

8.2.3 Being late to a meeting:\_\_\_\_\_

8.2.4 Failure to follow an association rule: \_\_\_\_\_

8.2.5 Chatting through proceedings:\_\_\_\_\_

8.2.6 Taking phone calls or not silencing the phone before meetings: \_\_\_\_\_

8.2.7 Showing disrespect to a fellow member:\_\_\_\_\_

8.2.8 Failure of a Management Committee member to perform their duties:\_\_\_\_\_

8.2.9 Other:\_\_\_\_\_

8.2.10 Other:\_\_\_\_\_



# VSLA CONSTITUTION TEMPLATE

## 9. SAVINGS POLICY

9.1 The target amount that everyone should save each meeting:

9.2 The maximum amount that a member can save each meeting is: \_\_\_\_\_

## 10. LENDING POLICY

10.1 The following individuals can borrow from the group:\_\_\_\_\_

10.2 The maximum amount that a member can borrow equals:\_\_\_\_\_

10.3 The loan term (after which the member must repay the loan) is:\_\_\_\_\_

10.4 A given member (can/cannot) take out more than one loan at a time.

10.5 The monthly service-charge (interest) rate for a loan is set at: \_\_\_\_\_% per month.

10.6 If a group member defaults on a loan (is not able to repay it), it will result in:

## 11. SOCIAL FUND POLICIES

11.1 Social Fund Grant requests can be made: Only by Members/Anyone in the Community

11.2 Social Fund Grants can be used for the following purposes:

11.2.1\_\_\_\_\_

11.2.2\_\_\_\_\_

11.2.3\_\_\_\_\_

11.2.4\_\_\_\_\_

11.2.5\_\_\_\_\_

11.3 The value of a social fund contribution should be:\_\_\_\_\_

11.4 Social fund contributions should be made every:\_\_\_\_\_

11.5 Unused funds at the end of the cycle should be:\_\_\_\_\_



# VSLA CONSTITUTION TEMPLATE

## 12. AMENDMENTS TO THE CONSTITUTION

12.1 The following members can propose a change to the constitution: \_\_\_\_\_

12.2 In order to amend the constitution, the votes in favor must be at least \_\_\_\_% of the members.

# VSLA CONSTITUTION TEMPLATE

NO.	MEMBER NAME	SIGNATURE	TELEPHONE
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			



# VSLA CONSTITUTION TEMPLATE

NO.	MEMBER NAME	SIGNATURE	TELEPHONE
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			





**MODULE 3**  
**THRIVING TOGETHER: VSLA**  
**MEETING MANAGEMENT &**  
**RECORDKEEPING**

**ECOSYSTEM RESTORATION WITH**  
**AGROFORESTRY THROUGH**  
**SAVINGS CLUBS**

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## MODULE 3

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## OVERVIEW

### GOAL

To ensure relevant VSLA members understand:

- The importance of keeping accurate financial records of all group activities.
- How to fill out and maintain the VSLA ledger books.
- How to manage a VSLA Meeting.

### OBJECTIVES

By the end of this module VSLA Record Keepers, along with other group members will:

- Understand the importance of keeping accurate records of VSLA activities.
- Know how to prepare and use the 8 forms that make up the VSLA ledger book.
- Know how a VSLA meeting will be managed.

### VENUE AND TIMING:

This training will be delivered during the first several meetings of the new VSLA. The Mother Trees facilitators will attend each of these early meetings to ensure that the Management Committee and the group membership understand how to conduct their meetings and maintain accurate records. The focus in the first 4 meetings will be upon collecting savings and social fund dues as well as fines. Once the group is ready to distribute loans, the facilitator will deliver training on requesting, approving and recording loans. Finally, towards the end of the first cycle, the facilitator will provide training in how to calculate and distribute the group shares, before starting a new cycle. The training should be held at a location where the group plans to hold their regular VSLA meetings.

### RELEVANT MATERIALS:

- VSLA Recordkeeping Manual
- VSLAs Frequently Asked Questions Document

### PREPARATION:

- Review the Recordkeeping Manual carefully. Be sure you understand the purpose and components of each form.
- Before the meeting starts, sit with the group's Recordkeeper, the rest of the Management Committee and any other interested participants to show them how to cut the Ledger Book and create sections and headers.



# PREPARATION

- Review the Recordkeeping Manual carefully. Be sure you understand the purpose and components of each form.
- **Guide to VSLA Recordkeeping Documents:**
  - Section 1 - Register
  - Section 2 - Social Fund Ledger
  - Section 3 - Social Fund Payout Ledger
  - Section 4 - Social Fund Cashbook
  - Section 5 - Fines Due Ledger
  - Section 6 - Savings Fund Ledger
  - Section 7 - Loan Ledger
  - Section 8 - Loan Fund Cashbook
  - Section 9 – Share Out Form
- **Supplies**
  - VSLA Ledger Book – Each group will receive a Ledger Book organized in Sections as outlined above. On the cover, there will be a space where each group puts its unique VSLA Name
  - Each participant will receive the Financial Record Handout
  - Pen
  - Calculator
  - The VSLA’s Constitution
  - Group members must come with Loan Fund and Social Fund contributions

## **Total Time:**

### Part 1 - 3 Hours

1. Register
2. Social Fund Ledger
3. Social Fund Payout Ledger
4. Social Fund Cashbook

### Part 2 – 3 Hours

5. Fines Due
6. Savings Fund Ledger
7. Loan Ledger – Loan Repayments
8. Loan Fund Cashbook – Loan Fund Balance Calculations

### Part 3 – 3 Hours

9. Loan Fund Ledger – Loan Approvals and Disbursements
10. Loan Fund Cashbook – Recording Loan Disbursements

### Part 4 – 2 Hours

11. VSLA Share-out Calculations and Disbursements



# ACTIVITY: WHISPERS

15 MINUTES

## Description:

The Whispering Game helps group members understand why recordkeeping is so important for a VSLA.

## Instructions:

### 1. Ask participants to line up in a single line. Tell them:

We are going to play a whispering game. I am going to whisper an important message to the first person who will then whisper it to the second person and so forth on and on. The last person will tell us the message.

### 2. The facilitator whispers the message to the first person:

At our last VSLA meeting, Omar and Fatima were absent. Amira received a Social Fund grant of 3,000 FCFA to buy medicine for her daughter. Everyone saved 600 FCFA and we now have a total of 20,000 FCFA in the loan fund.

### 3. Let each individual whisper the message to the next person:

Then invite the last person to tell the whole group what message s/he heard. Inevitably, it will be different than the original message.

### 4. Now read the original message and ask these questions:

- What happened to the message?
- Why did the information get distorted?
- How could we have preserved the information?

### 5. The facilitator concludes the exercise by linking the whispering game to the importance of keeping written records for the VSLA group.

Tell participants:

Written records are a good way to manage lots of information. They allow transparent management of group members' attendance, savings, loans, and fines. That way, there can be no disagreement about how much a member has saved and which members owe money to the group. The written records of the VSLA group are kept in a book called the VSLA Ledger Book which you will learn to fill in today.

# **PART 1.**

## **REGISTER**

1. This meeting is run as if it were a regular VSLA meeting. The Facilitator will ask the members of the Management Committee to arrive early and make sure the meeting area is comfortable (shaded, quiet, etc.) and that there is a place for everyone to sit. All Management Committee leaders should be well prepared.
2. The Facilitator explains to the participants that this is their first VSLA meeting. Since this meeting will also include training, it will not go through the full agenda that a normal VSLA meeting would include. They will learn all of those steps over the next several meetings.

### **During this meeting:**

- a. The Management Committee and other group members will learn the first few steps they will follow during each of the future VSLA meetings;
- b. The group will approve the constitution that they developed over the last 3 meetings;
- c. The group will get an overview of the recordkeeping system they will use for their VSLA; and
- d. The group and the Management Committee will learn how to keep the Register, the Savings and Social Fund Ledgers



# GUIDE TO THE VSLA MEETING AGENDA

## OPENING THE MEETING

1. Once 2/3 of the members are present, the Chairperson calls the meeting to order.
2. The Recordkeeper then summarizes the notes from the last meeting for the group.
3. The Boxkeeper will bring the cash box to the table and the Keyholders open the box.

## ATTENDANCE:

The Recordkeeper writes the date of the meeting above the appropriate column in the Register Form then marks attendance for each name called, writing:

- A checkmark ✓
- An “X” if the person is absent
- An “E” if the person has excused absence (meaning s/he informed the management committee before the meeting with an approved excuse)
- If someone arrives after attendance has been called, then the “X” after their name can be circled to indicate presence though late.

At the end of the meeting, the Recordkeeper will add the number of checkmarks and circles X to calculate the number of members present, writing in the Totals row for the meeting’s attendance.

## Steps:

1. Fill in the name of each group member
2. Write the meeting date at the top
3. Take attendance
  - a. **Present: TRUE**
  - b. **Absent: X**
  - c. **Excused Absence: E**
  - d. **Late Arrival: (X)**
4. In the totals row, write the total number of people present. Don't forget to include those who arrived late.



# GUIDE TO THE VSLA MEETING

## AGENDA

### ATTENDANCE

	REGISTER	DATE						
#	GROUP MEMBER NAME							
1								
2								
3								
4								
5								
6								
7								
8								
9								
10								
	TOTALS							

# **GUIDE TO THE VSLA MEETING AGENDA**

## **VOTE TO APPROVE THE CONSTITUTION**

The Management Committee Chairperson, with support from the Mother Trees facilitator, distributes copies of the Group Constitution developed over the previous three meetings and reviews the main clauses of the agreement. After the review, the facilitator asks the group members if anyone has any remaining questions or concerns that they would like addressed.

Once all the concerns have been addressed, the Chairperson asks for a vote to approve the Constitution. A simple voice vote will be acceptable in this situation given the amount of time taken to review the document. The Chairperson will ask those in favor of approving the Constitution to raise their hands. The Recordkeeper will note how many raised their hands and write it in the notebook. The Chairperson will then ask if anyone objects to the Constitution and take note of the number of members who raise their hands, which hopefully will be none. If there are some that do not approve the constitution, the Chairperson must ensure that at least 2/3 of the members have voted in favor, before declaring the Constitution approved.



## **PART 1.**

### **2. SOCIAL FUND LEDGER**

The Chairperson will then move to the Social Fund agenda item.

1. At the beginning of every meeting the Money Counters should count the money in the social fund. They do it individually and then compare to make sure they got the same result. If not, they will do it again until they both agree. Then they tell it to the Record keeper, who will verify that it matches the opening balance in the Social Fund. The Record keeper will confirm for all those present that the numbers match or do not. Since this is the first meeting when Social Fund payments will be made by the group members, the beginning balance will be zero.

2. The Record keeper will write the date of this meeting above the next available column in the Social Fund ledger. In this case, it will be the first column and the date will be today's date.

3. The Record keeper asks each person in attendance how much they will contribute to the Social Fund, following the list of names on the register.(The group will have discussed and agreed upon a preferred weekly amount to be contributed to the Social Fund. If they have forgotten, refer them back to the section of the Constitution about the Social Fund.) Each person will give their contribution to the money counters as they are called out. The counters verify the amount and the Record keeper writes the contribution in the appropriate cell.

a.If a member is contributing additional money to make up for past meetings, the total amount is recorded the week they bring the money(not marked in the past meeting's column when they did not contribute).

b.If a member does not contribute to the Social Fund, cross out the cell by their name for that week.

4. After everyone has their chance to contribute, the Money Counters count the contributions, and the Record keeper adds the column for that week, and they verify that the numbers match.



# PART 1.

## 2: SOCIAL FUND LEDGER

	SOCIAL FUND LEDGER	DATE	DATE	DATE	DATE	DATE	DATE	DATE
#	GROUP MEMBER NAME	5/1/24	12/1/24	17/1/24				
1	Violet Diallo	200	200	200				
2	Amir Ndao	200	200	200				
3	Khadija Toure	200	200	200				
4	Osman Diallo	200	200	200				
5	Sara Toure	200	200	200				
6	Amadou Souare	X	400	200				
7	Pierre Camara	X	400	200				
8	Hakima Ndao	200	200	200				
9	Mahamoud Souare	X	X	600				
10	Samale Diallo	200	X	400				
11	Amira Silla	200	X	400				
12	Sadia Toure	200	200	200				
13	Gassimou Ndao	200	200	200				



# PART 1.

## 2: SOCIAL FUND LEDGER

	SOCIAL FUND LEDGER	DATE	DATE	DATE	DATE	DATE	DATE
#	GROUP MEMBER NAME	5/1/24	12/1/24	17/1/24			
14	Ibrahima Diallo	200	200	200			
15	Rama Balde	200	200	200			
16	Omar Silla	200	200	200			
17	Hamadi Minte	200	200	200			
18	Ndeye Sow	200	200	200			
19	Fatou Toure	200	200	200			
20	Abdou Ndiaye	200	200	200			
21	Malik Ba	200	200	200			
22	Aida Fall	200	200	200			
23	Fatima Sisse	200	200	200			
24	Moustafa Diof	200	200	200			
25	Cheikh Sow	200	200	200			
	<b>TOTALS</b>	<b>4400</b>	<b>4800</b>	<b>5600</b>			



## **PART 1.**

### **2: SOCIAL FUND LEDGER**

#### **STEPS**

The name of each group member should already appear in the second column.

1. Write the meeting date at the top
2. Write the amount each person gave towards the Social Fund at the meeting; put an X if the person made no contribution to the Social Fund during the meeting.
3. In the totals row, write the total amount received for the social fund during that meeting.
4. Add the total Social Fund contributions for the meeting in the Social Fund Cashbook.



## **PART 1.**

### **3: SOCIAL FUND PAYOUT LEDGER**

Next, the Chairperson asks the General Assembly if there are any requests for the Social Fund.

1. Members in need present their case to the General Assembly, stating the purpose and justification for the amount requested.
2. If approved by the *majority of the* members, the Recordkeeper records the member's name, purpose of the payout, date given, and payout amount. In the Payback column, write 'grant' if the payment does not need to be repaid, or the amount to pay back if it is an interest-free loan that must be repaid.
3. The money is counted out from the Social Fund account by both the Money Counters and provided to the member. The member then signs the appropriate cell in the Social Fund Payout Ledger.
4. The Chairman then asks if anyone will be paying back a Social Fund loan during this meeting. If so, the person gives the money to the Money Counters, both of whom verify the payment. The Recordkeeper then fills out a new line in the Social Fund Payout Ledger and writes the amount paid back in the Payback column.
5. The Recordkeeper then adds up the total amount of Payout (cash out) and Payback (cash in) and flips in the ledger to the Social Fund Cash Book.



# PART 1.

## 3: SOCIAL FUND PAYOUT LEDGER

SOCIAL FUND PAYOUT LEDGER					
GROUP MEMBER NAME	PURPOSE	DATE DISBURSED	MEMBER SIGNATURE	PAYOUT AMOUNT	PAYBACK AMOUNT
Cheikh Sow	Funeral	12/1/24	<i>[Signature]</i>	1000	GRANT
Osman Diallo	Medicine	12/1/24	<i>[Signature]</i>	1000	1000

### STEPS

1. Write the name of the member receiving a payout.
2. Write the purpose of the Social Fund payout
3. Write the date the money was disbursed to the member
4. The member signs after receiving the money.
5. Write the amount paid out in the column labeled "Payout".
6. If the member will not have to repay the funds, write 'Grant'.
7. When the member pays back the funds, write that amount in the payback column.
8. Enter the total amount paid back in each meeting in the Social Fund Cashbook.



# PART 1.

## 3: SOCIAL FUND PAYOUT LEDGER

### Activity

Fatou explained to the group that her mother needed to go to the hospital because she had been sick for two weeks and was getting worse not better. She asked for 6,000 FCFA to help her with transportation and medical costs. Sadia reported that she wanted to start repaying the disbursement that she received to repair her roof after last rainy season when a storm blew off part of her roof. She said that she would make a payment of 1,200 today in addition to the regular weekly 200 FCFA per member.

1. Facilitator reads the story to the participants and leaves it written on a flip chart in front of the group.
2. Facilitator organizes the participants in groups of 3 or 4.
3. Each group receives a blank Social Fund Payout Ledger.
4. Each group must complete the blank Social Fund Ledger based upon the information provided.
5. Facilitator asks one group to present their results.
6. The facilitator and other group members review the results and ensures that they are correct.

GROUP MEMBER NAME	PURPOSE	DISBURSED	SIGNATURE	AMOUNT	AMOUNT



## **PART 1.**

### **4: SOCIAL FUND CASHBOOK**

The final Social Fund agenda item is to complete the Social Fund Cash Book for the meeting.

1. The Recordkeeper will write the date, then note the total contributions for the week from the Social Fund ledger in the “Cash In” column of one line, with the Description “SF Contributions”. In the “Balance” column, add the previous Balance to the contributions for the week and write the new balance.
2. If there are any Paybacks for the week (from the Social Fund Payout Ledger), then the Recordkeeper writes the description of “SF Paybacks” on the next line down, the total paybacks in the “Cash In” Column, then adds that amount to the previous balance line and fills in the new balance in the next row of the Balance column.
3. If there are any Payouts for the week (from the Social Fund Payout Ledger) then the Recordkeeper writes the description of “SF Payouts” on the next line down, the total payouts in the “Cash Out” column, then subtracts that amount from the previous Balance line as this money was take out of the account and records the updated balance in the Balance column.
4. The Social Fund agenda items will close with a verification of the closing balance. The Money Counters will each count the total cash in the Social Fund (if they don’t come up with the same total, they will recount) then they will tell the group the final amount. The Recordkeeper will verify for everyone that this is the same amount in the final Balance for the day in the Social Fund Cashbook. If there is any discrepancy, the Recordkeeper will review the calculations, and the Money Counters will recount the funds until the balances agree. Any discrepancy must be resolved at the meeting.



# PART 1.

## 4: SOCIAL FUND CASHBOOK

SOCIAL FUND CASHBOOK				
DATE	DESCRIPTION	CASH IN	CASH OUT	SOCIAL FUND BALANCE
5/1/2024	SF CONTRIBUTIONS	4,400		4,400
5/1/2024	SF PAYOUTS		2,000	2,400
5/1/2024	SF PAYBACKS	-		2,400
12/1/2024	SF CONTRIBUTIONS	4,800		7,200
12/1/24	SF PAYOUTS		-	7,200
12/1/24	SF PAYBACKS	2,200		9,200
17/1/24	SF CONTRIBUTIONS	5,600		14,800
17/1/24	SF PAYOUTS		-	14,800
17/1/24	SF PAYBACKS	-		14,800

### Steps

1. Write the date of the transaction.
2. Fill the amount contributed during the meeting in the row labeled “SF CONTRIBUTIONS” under the “CASH IN” column. This is pulled from the “TOTALS” at the bottom of the Social Fund Ledger.
3. If you made any payouts during the meeting, record that amount in row called “ SF PAYOUTS” in the column labeled “CASH OUT”. This should only capture payouts made during this meeting, not Social Fund Payments paid in past meetings that have yet to be repaid.
4. Then calculate the balance in the Social Fund by adding contributions and paybacks and subtracting any payouts.
5. The balance must match the amount in the Social Fund section or envelope of the cash box.



## **PART 1.**

### **4: SOCIAL FUND CASHBOOK**

#### **LOAN FUND**

Next the Chairperson acknowledges that the meeting will proceed to activities related to the Loan Fund.

- The Money Counters will each start counting the money in the Loan Fund. Once they agree that they came up with the same total, the Recordkeeper will verify that this is the same amount written as the ending balance in the Loan Fund Cashbook from the previous meeting.

### **5: FINES DUE LEDGER**

1. Next, the Chairperson asks if anyone needs to be fined for the week, following the rules written in the constitution (e.g. for being absent, late, etc.). The Recordkeeper turns to the Fines Due Ledger and writes in these fines, and how much is due.
2. The Recordkeeper then reads who owes fines and how much. The fines by Assembly Members are put into the Fines bowl for the day and marketed in the “Paid” column. The total amount of fines paid for the day will be recorded later in the Loan Fund Cashbook.



## PART 2.

### 5: FINES DUE LEDGER

FINES DUE LEDGER			
GROUP MEMBER NAME	REASON FOR FINE	AMOUNT DUE	AMOUNT PAID
Sara Toure	ABSENT	200	200
Amadou Souare	LATE	100	100
Pierre Camara	LATE	100	100
Samale Diallo	ABSENT	200	200
Amir Ndao	LATE	100	0
Samale Diallo	ABSENT	200	0

#### Steps

1. Write the name of the member who will owe a fine at the next meeting.
2. Write the reason for the fine.
3. Write the amount of the fine due.
4. When the member pays the fine, write the amount paid in the “Paid” column.

Note: The first 4 names listed above received fines at the previous meeting and paid during this meeting.

Note: The last 2 names received fines during the current meeting. Only funds paid during the meeting are recorded in the Loan Fund Cashbook.

## **PART 2.**

### **6: SAVINGS FUND LEDGER**

The Chairperson will move the meeting to the savings contributions which also serve as the loan fund capital available for lending.

1. The Recordkeeper will turn to the Savings Fund Ledger and begin going down the list of General Assembly members, one by one. S/he will ask the first person to bring their savings for the week. The person will say how much they are contributing, and bring their savings to the Money Counters, each of whom will count it to confirm the amount. The Recordkeeper will then write that amount in the "+ savings" column. S/he will then add the amount to the "= total savings" column from the previous meeting and write the new total in the "= total savings" for this meeting. The Recordkeeper will then read the new total for that person to the group. If a member does not save during the meeting, the Recordkeeper crosses out their cell.
2. After everyone has had their chance to contribute their savings for the meeting, the Money Counters will each count the savings contribution for the day, as well as the total savings for the group. At the same time, the Recordkeeper will add up the "+ Savings" and "= Total Savings" columns for the day. They will verify for the General Assembly members that these numbers match up with the cash collected plus the past Total Savings.

## PART 2.

### 6: SAVINGS FUND LEDGER

	SAVINGS LEDGER	FIRST SAVINGS 5/1/24	+ SAVINGS 12/1/24	= TOTAL SAVINGS 12/1/24	+ SAVINGS 17/1/24	= TOTAL SAVINGS 17/1/24
#	Group member name					
1	Violet Diallo	600	600	1,200	1,200	2,400
2	Amir Ndao	600	700	1,300	300	1,600
3	Khadija Toure	600	600	1,200	1,200	2,400
4	Osman Diallo	600	200	800	600	1,400
5	Sara Toure	x	1,200	1,200	800	2,000
6	Amadou Souare	800	1,000	1,800	700	2,500
7	Pierre Camara	600	700	1,300	600	1,900
8	Hakima Ndao	x	300	300	600	900
9	Mahamoud Souare	600	800	1,400	600	2,000
10	Samale Diallo	x	x	-	1,200	1,200
11	Amira Silla	800	600	1,400	x	1,400
12	Sadia Toure	1,000	x	1,000	1,200	2,200
13	Gassimou Ndao	1,000	1,000	2,000	3,000	5,000

## PART 2.

### 6: SAVINGS FUND LEDGER

	SAVINGS LEDGER	FIRST SAVINGS 5/1/24	+ SAVINGS 12/1/24	= TOTAL SAVINGS 12/1/24	+ SAVINGS 17/1/24	= TOTAL SAVINGS 17/1/24
#	Group member name					
14	Ibrahima Diallo	x	1,200	1,200	600	1,800
15	Rama Balde	600	600	1,200	600	1,800
16	Omar Silla	600	600	1,200	600	1,800
17	Hamadi Minte	600	600	1,200	600	1,800
18	Ndeye Sow	600	600	1,200	600	1,800
19	Fatou Toure	600	600	1,200	600	1,800
20	Abdou Ndiaye	600	600	1,200	600	1,800
21	Malik Ba	600	600	1,200	600	1,800
22	Aida Fall	600	600	1,200	600	1,800
23	Fatima Sisse	600	600	1,200	600	1,800
24	Moustafa Diof	600	600	1,200	600	1,800
25	Cheikh Sow	600	600	1,200	600	1,800
	<b>TOTALS</b>	<b>13,800</b>	<b>15,500</b>	<b>29,300</b>	<b>19,200</b>	<b>48,500</b>

## **PART 2.**

### **6: SAVINGS FUND LEDGER**

#### **Steps**

1. Fill in the name of each group member.
2. Write the meeting date at the top for the first meeting when savings will be collected. All subsequent meetings will require two columns. One for the incremental savings deposited by each member and one for the cumulative total of savings for each member.
3. Write the amount each person gave towards the Social Fund at the meeting; put an X if the person made no contribution to the Social Fund during the meeting.
4. In the Total Savings column, write the balance of savings for each person. This is the previous balance plus the new contribution = the new total savings.
5. Calculate the total savings for each meeting in the Totals row as well as the new cumulative total savings.
6. Double check that the Old Balance Savings Total plus the Total of New Savings = New Total Savings. If it doesn't, review all the individual entries by row to find and correct the error.
7. Enter the total savings for the meeting in the Loan Fund Cash Book.



## PART 2.

### 6: SAVINGS FUND LEDGER

#### Activity

Imagine that this group agreed to save 700 FCFA per week, instead of 600 FCFA. Recalculate how much Violet Diallo and Amir Ndao would have contributed after three meetings. Both made only the required payment each week. No more, no less.

1. Facilitator presents the exercise and writes it on a flipchart for everyone to see.
2. Facilitator divides them into the same groups they were in during the previous exercise.
3. Each group receives a blank form to fill in.
4. They must fill in the first two lines, making the necessary sums.
5. Facilitator asks one group to present their results.
6. Facilitator and other participants correct the presentation as necessary and summarize the results.

SAVINGS LEDGER						
#	GROUP MEMBER NAME	FIRST SAVINGS 2 WEEKS AGO	+SAVINGS LAST WEEK	=SAVINGS LAST WEEK	+SAVINGS TODAY	=SAVINGS TODAY
1						
2						
3						
4						
5						



## **PART 2.**

### **7: LOAN LEDGER**

#### **Loan Repayments**

***(This session should wait until the Group is ready to start disbursing loans)***

If this is a meeting at which loan payments will be made and new loans disbursed, the Chairperson will announce it is time for Loan Repayment. No loans will be made until you complete 2 months of meetings. The Chairperson will announce which borrowers are scheduled to repay their loans at this meeting. Borrowers will stand and identify themselves.

1. The Recordkeeper verifies the amount that each borrow is due to pay back this meeting.
2. Each borrower is called to the front in the order that their loans were disbursed, starting from the oldest. The borrower will then give their payment to the Money Counters, who will separately count it to verify that it is correct and announce the amount to the group, placing it into the loan fund section of the cash box.
3. The Recordkeeper records this under the borrower's original loan entry in the Loan Ledger, in the "-Amount Paid" column after the "=Total due" column.
  - a. If the amount paid equals the total due, then a "0" is written in the "Balance" column, followed by the date. The loan should then be crossed out to show that it is no longer due.
  - b. If the borrower does not pay the loan back in full, then the Recordkeeper subtracts the "-Amount Paid" from the "=Total Due" amount and writes that number in the "Balance" Column, followed by the payment date. The balance amount in the "=Balance" column is then carried over to the "Balance" column in the next line. Then calculate the interest charge for the next month, and the total amount due, and write them in the appropriate columns. The process is continued at each loan meeting until the loan is repaid in full. Note that a new line is added each month that the loan is not paid in full, to account for the added interest, even if the borrower is not able to make a payment for a month.
  - c. If a member does not pay off their loan completely by the due date, and the group assigns a penalty for unpaid loans, then the penalty is added to the loan in the interest charge column.
4. The Money Counters and Record Keeper will then count and confirm that the cash they received from the loan payment is equal to the recorded repayment in the Loan ledger for the day.





## PART 2.

### 7: LOAN LEDGER

#### Loan Repayments

LOAN LEDGER										
GROUP MEMBER NAME	PURPOSE	DATE DISBURSED	DATE DUE	MEMBER SIGNATURE	LOAN BALANCE	+INTEREST CHARGE	=TOTAL DUE	- AMOUNT PAID	=LOAN BALANCE	PAYMENT DATE
Violet Diallo	Vegatable Prodocation	12/1/24	12/3/24		3000	300	3,300	5,280	-1980	12/3/24
Gassimu Ndao	Produce Transport	12/1/24	12/3/24		5,000	500	5,500	11,000	-5,500	12/3/24
Sara Toure	Food Processor	17/1/24	17/3/24		4,000	400	4,400	400	4000	12/3/24



## **PART 2.**

### **7: LOAN LEDGER**

#### **Loan Repayments**

##### **Steps**

1. Write the name of the member receiving a payout.
2. Leave 5 rows blank so that the subsequent loan payments can be recorded.
3. Write the purpose of the loan.
4. The member signs after receiving the money.
5. Write the amount paid out in the column labeled 'balance'.
6. Calculate and write down the interest due for the first month only in the '+interest charge' column. Remember the interest charge is the Loan Amount X the Monthly Interest %.
7. Add the balance amount plus the interest amount and write it in the column labeled '=Total Due' column.
8. Payments paid during a loan meeting are recorded in the 'Amount Paid' column.
9. Then the new loan balance is calculated and written in the 'Balance' column.
10. The date the repayment is made is recorded in the 'Payment Date' column.

##### **Activity**

This activity can be done in plenary using a flip chart with the information written on the loan ledger above. Ask the participants to answer the following questions. This VSLA charges 10% interest per month and expects the full loan to be repaid by the due date.

1. It is February 12, 2024, who needs to make a loan payment?
2. How much interest does each owe in interest?
3. Enter the interest payments in the Loan Ledger.
4. Violet is also ready to pay 500 in Loan Capital, enter that payment as well.
5. Calculate the Balances for each borrower.



## **PART 2.**

### **8: LOAN FUND CASHBOOK**

#### **Steps**

After loan repayment, the Money Counters will confirm the new **Loan Fund Balance**:

1. The Money Counters combine all the money in the Loan Fund, including fines, savings and repayment.
2. The Recordkeeper enters these amounts separately for the meeting in the Loan Fund Cashbook, writing the meeting date, then adding separate lines for the totals of the day's savings, fines (if any), and loan repayment (if any). The total for each is added to the "Cash In" column, with the balances being added from each line, starting with the previous meeting's end balance.
3. The Money Counters then each count all the money and then share the information with the Recordkeeper.
4. The Recordkeeper announces the total to the group and states that this money constitutes the current loan fund, then confirms the figure in the ledger.
5. The money counters make sure the loan fund is maintained separately (placing it in a bag or with a band or clip) and place it in the box.
6. The box is closed and the three padlocks are locked.
7. The box is given to the Box Keeper to take back to her home.



## PART 2.

### 8: LOAN FUND CASHBOOK

LOAN FUND CASHBOOK				
DATE	DESCRIPTION	CASH IN	CASH OUT	LOAN FUND BALANCE
5/1/24	SAVINGS COLLECTED	13,800		13,800
5/1/24	LOAN DISBURSEMENTS		8,000	5,800
5/1/24	PURCHASE OF PADLOCK		3,000	2,800
5/1/24	FINES PAID IN	400		3,200
5/1/24	LOAN REPAYMENTS			3,200
12/1/24	SAVINGS COLLECTED	15,500		18,700
12/1/24	LOAN DISBURSEMENTS		-	18,700
12/1/24	FINES PAID IN	200		18,900
12/1/24	LOAN REPAYMENTS	-		18,900
17/1/24	SAVINGS COLLECTED	19,200		38,100
17/1/24	LOAN DISBURSEMENTS		4,000	34,100
17/1/24	FINES PAID IN			34,100
17/1/24	LOAN REPAYMENTS	800		34,900



## **PART 2.**

### **8: LOAN FUND CASHBOOK**

#### **Steps**

1. Write the date of the transaction.
2. Fill in the amount of savings contributed during the meeting in the row labeled 'Savings' under the 'Cash In' column. This is pulled from the 'Totals' at the bottom of the Savings Ledger.
3. If you made any loan disbursements during the meeting, record that amount in the row called 'Loan Disbursements' in the column labeled 'Cash Out'. This should only capture loan disbursements made during this meeting, not the balance of all outstanding loans.
4. Sometimes it is necessary for the VSLA to extend funds on joint needs, such as buying padlocks for the cash box. These should be recorded in the row labeled 'Expenses' and a description provided in that cell.
5. Any fines collected during the meeting should be entered in the row labeled 'Fines' in the 'Cash In' column.
6. Any loan repayments should be listed in the 'Loan Repayment' line under 'Cash In' column.
7. Once all the funds in and out have been entered, the new balance can be calculated by adding the cash in to the old balance and subtracting any cash out.
8. The ending balance must match the funds in the Loan Fund section or envelope in the Cash Box.



## **PART 3.**

### **9: LOAN FUND LEDGER**

#### **Loan Approvals and Disbursements**

After all payments have been made in a loan meeting, and the loan fund calculated and verified, the Chairperson will move on to loan disbursement, asking if anyone is requesting a loan in this meeting.

1. If a Group member needs a loan, they will stand up and say how much they are requesting for what purpose and period. The Recordkeeper will check the amount the member has saved. S/he will then ensure that the loan request amount is at or below the loan value allowed in the loan policy.
2. Once it has been verified that the person is eligible to receive a loan of that size, the Chairman asks the participants to vote whether they think the loan should be approved. A majority of the members must vote to approve the loan. The criteria they should use include: 1) Is this a good business idea; 2) Has the borrower taken the time to think their business idea through; 3) Has the borrower fulfilled all their obligations to the group – regular meeting attendance and regular contributions.
3. The majority of group members must vote to approve the loan. This can be done with a voice vote and if the outcome is not clear with a hand vote. If a loan request is turned down, the reason why it was turned down needs to be made clear to the applicant, so they can make any necessary improvements on their application.
4. The Chairperson will then ask if other members would like a loan, following the same process as above.
5. The total loan amount requested for the meeting is then added up by the Recordkeeper. If the total value of the loans requested is more than the money available in the loan fund, the association must discuss adjustments to the individual loan amounts until all members are satisfied.
6. Once the amount each borrower will receive is decided, the Recordkeeper invites them to the front of the room.
7. The Recordkeeper enters the first loan requester's name, the purpose of the loan, the date given, and the date that it will be due. S/he then writes the loan amount in the "Balance" column, the amount of the "+ interest charge" (which equals the groups monthly interest rate X the loan value X the number of months before the loan is repaid.) and the "Total due" (equal to the loan balance + total interest charges) in the ledger at the end of the loan term.



## PART 3.

### 9: LOAN FUND LEDGER Loan Approvals and Disbursements

LOAN LEDGER										
GROUP MEMBER NAME	PURPOSE	DATE DISBURSED	DATE DUE	MEMBER SIGNATURE	LOAN BALANCE	+INTEREST CHARGE	=TOTAL DUE	- AMOUNT PAID	=LOAN BALANCE	PAYMENT DATE
Violet Diallo	Vegatable Prodocation	12/1/24	12/3/24		3000	300	3,300	5,280	-1980	12/3/24
Gassimou Ndao	Produce Transport	12/1/24	12/3/24		5,000	500	5,500	11,000	-5,500	12/3/24
Sara Toure	Food Processor	17/1/24	17/3/24		4,000	400	4,400	400	4000	12/3/24

#### Steps:

1. Write the name of the member receiving a payout.
2. Leave 5 rows blank so that the subsequent loan payments can be recorded.
3. Write the purpose of the loan.
4. Write the date the money was disbursed to the member.
5. The member signs after receiving the money.
6. Write the amount paid out in the column labeled 'Balance'.
7. Interest %
8. Add the balance amount plus the interest amount and write it in the column labeled '=Total Due'.
9. Payments paid during a Loan meeting are recorded in the 'Amount Paid' column.
10. Then the new loan balance is calculated and written in the 'Balance' column.
11. The date the payment is made is recorded in the 'Payment Date' column.



## PART 3.

### 9: LOAN FUND LEDGER

#### Loan Approvals and Disbursements

8. The Money Counters count out the loan amount (Balance) and give it to the borrower who then counts the money then signs their name in the ledger in the “Signature” column.

9. The Recordkeeper instructs the borrower to announce the total amount of money taken, the total amount due, and the date it is due aloud to the group.

10. Steps 5 through 7 are repeated until all loans have been issued. For the next loan entry, the Recordkeeper will leave 5 rows empty, then record the next entry below that. These extra rows allow lines for documenting the loan’s repayment.

#### Exercise:

Ibrahima Diallo had received a loan for 15,000 FCFA on 6/1/24 to purchase a food mill with a generator which she used to mill corn, cassava, moringa and other food products produced on her family’s farm and produced by other residents of the village. The loan needed to be fully repaid by 12/1/24. The interest rate was 10% per month calculated on the value of the loan disbursed. In addition to the interest, she had to pay 1/6 of the loan principal each month.

1. Facilitator reads the story to the participants and leaves it up on a flip chart.
2. The participants go back into their small groups.
3. Each group receives a blank Loan Ledger form.
4. They must fill in the Loan Ledger for Ibrahima’s loan from the first date she received the loan until today which is 10/1/24.
5. One group presents the results to the other participants.
6. Facilitator and other group members correct any errors and summarize the process.

LOAN LEDGER										
GROUP MEMBER NAME	PURPOSE	DATE DISBURSED	DATE DUE	MEMBER SIGNATURE	LOAN BALANCE	+INTEREST CHARGE	=TOTAL DUE	- AMOUNT PAID	=LOAN BALANCE	PAYMENT DATE



## **PART 3.**

### **10: LOAN FUND CASHBOOK**

#### **Recording Loan Disbursements**

1. After all loans have been distributed for the meeting, the Recordkeeper will add the total loans disbursed and transfer that amount to the Loan Fund Cashbook, writing the description as “loan disbursement” and the sum of disbursement in the “Cash Out” column.
2. The Recordkeeper will then subtract the loan disbursement amount from the previous “Balance” and write the new balance.
3. At the same time, the Money Counters count the full amount in the Loan Fund and confirm with each other. They will then confirm that this amount matches what is in the Loan Fund Cashbook, and place the fund money back in the box, ensuring it is separate from the Loan Fund.
4. When the Money Counters and Recordkeeper have verified the Loan Fund amount, the Recordkeeper will verify the closing balance to the General Assembly.
5. The keyholders will then lock the box, and the Box Keeper will take possession of the box until the next meeting.



## **PART 3.**

### **10: LOAN FUND CASHBOOK**

#### **Closing The Meeting**

1. At this point, the Chairperson invites members to discuss any items of business that may be of interest or were tabled at the last meeting. Members are also invited to propose discussions that will be tabled for the next meeting.
2. The Chairperson, with help from the Recordkeeper, announces which loans are due at the next meeting and the amount of each payment.
3. The Chairperson announces the date and time of the next meeting.
4. If there are no more items to discuss, the chairperson closes the meeting.

At this stage, the facilitator asks the participants to share their questions, which will be answered one by one.

Once a VSLA group has completed these three training sessions, they will have learned what happens at every VSLA weekly meeting. Moving forward, the Mother Trees agent will visit their group weekly and support the Management Committee as it goes through the weekly agenda. Once it is clear that the Management Committee has a good understanding of each phase of the meeting, the Mother Trees agent will begin to visit once every other week and then once a month to monitor the smooth operation of the VSLA group.

## **PART 4.**

### SHARE OUT MEETING PROCEDURES

#### **11 : Closing The Meeting**

After a VSLA Group completes the cycle period that it defined in its Constitution, there is a Share Out meeting at which each member receives the appropriate amount of payout which is their accumulated savings, minus any unpaid loans or fines, plus their share of group profits earned from interest and fine payments. The training for this session should occur a week before the Share Out meeting. This gives the Management Committee the time it needs to make all of the necessary calculations which are described below. At the Share Out meeting, those interested in participating in the next cycle should make their first savings and social fund payment for the next cycle.



# PART 4.

## VSLA SHARE-OUT MEETING PROCEDURES

### 11 : Calculations and Disbursements

SHARE OUT FORM		Group Number	Cycle Number	Cycle Start Date	Share out Date	Meeting Frequency	Target Savings Amt	
GROUP NAME		4	5	5/1/2024	31/12/24	Weekly	600 FCFA	
Acacia								
#	Group Member Name	Individual Cumulative Savings	Individual Final (Adj) Savings	Shareout Multiplier (Cash + Total Final Savings)	Individual Share	Individual Share (Rounded Up or Down to nearest 100)	Amount Owed to Group	Signature
1	Violet Diallo	30,000	5,000	<b>Total Loan</b>	4,080.46	4,100		
2	Amir Ndao	25,000	20,000	<b>Fund Cash</b>	16,321.84	16,300		
3	Khadja Toure	30,000	30,000	355,000	24,482.76	24,500		
4	Osman Diallo	30,000	-	<b>Divided by:</b>	-	-		
5	Sara Toure	25,000	5,000	<b>Total Final Savings</b>	4,080.46	4,100		
6	Amadou Souare	30,000	25,000		20,402.30	20,400		
7	Pierre Camara	50,000	10,000	435,000	8,160.92	8,200		
8	Hakima Ndao	30,000	30,000	=	24,482.76	24,500		
9	Mahamoud Souare	30,000	20,000	0.81609	16,321.84	16,300		
10	Samale Diallo	35,000	50,000	<b>Shareout Multiplier (5 decimals)</b>	40,804.60	40,800		
11	Amira Silla	30,000	-		-	-		
12	Sadia Toure	30,000	10,000		8,160.92	8,200		
13	Gassimou Ndao	60,000	20,000		16,321.84	16,300		
14	Ibrahima Diallo	30,000	30,000		24,482.76	24,500		
15	Rama Balde	30,000	15,000		12,241.38	12,200		
16	Omar Silla	25,000	50,000		40,804.60	40,800		
17	Hamadi Minte	30,000	-		-	-	600	
18	Ndeye Sow	30,000	30,000		24,482.76	24,500		
19	Fatou Toure	30,000	10,000		8,160.92	8,200		
20	Abdou Ndiaye	30,000	-		-	-	1200	
21	Malik Ba	30,000	10,000		8,160.92	8,200		
22	Aida Fall	30,000	15,000		12,241.38	12,200		
23	Fatima Sisse	30,000	30,000		24,482.76	24,500		
24	Moustafa Diof	30,000	-		-	-		
25	Cheikh Sow	30,000	20,000		16,321.84	16,300		
26								
27								
28								
29								
30		790,000						
<b>Totals</b>			435,000			355,100	1,800	
Chairperson's Signature		Money Counter Signature		Treasurer Signature				
Secretary's Signature		Money Counter Signature						



## **PART 4.**

### **VSLA SHARE-OUT MEETING PROCEDURES**

#### **11 : Calculations and Disbursements**

##### **Steps**

1. Fill in the group name.
2. Fill in the group number, if it has one.
3. Fill in the group cycle that the group has just completed.
4. Fill in Date of first savings for the cycle.
5. Fill in Date of group shareout (today's date).
6. Fill in Meeting frequency (weekly, bi-weekly, etc.)
7. Fill in Target savings per member agreed to by group.
8. Fill in Member Names.
9. Write in the cumulative savings balance of each member (carryover from the last page of the savings ledger).
10. Write in the final savings balance of each member, which is the cumulative savings minus any outstanding loan balance, interest payment or outstanding fines.
11. Add up all the individual savings to get the total Final Savings number.
12. Copy the total Final Savings Number in the cell below the label 'Total Final Savings' in the central column above.
13. Write the total cash available in the loan fund envelope in the cell labeled 'Total Loan Fund Cash'. The Money Counters should count it up during the meeting.
14. Calculate the Shareout Multiplier by dividing the 'Total Loan Fund Cash' amount by the 'Total Final Savings' amount. Use at least 3 decimals.
15. Calculate each members payout by multiplying the Shareout Multiplier by the total final savings for each individual member.
16. Round up or down each member's share to make it something easy to pay out. In this case, we assumed that the smallest note available is 100 FCFA.
17. Write any small amount still owed by a group member after the savings reduction in the column labeled 'Amount Owed to Group'.
18. Each member is paid out the 'Individual Share - Rounded Down' column from the cash in the loan fund envelope. The money counters each count the amount before giving it to the member and then each member confirms receipt by signing the ledger.
19. Each member of the Management Committee signs the bottom of the Shareout Form. At the next meeting, a new cycle will begin in the Election of the new Management Committee.



## **PART 4.**

### **VSLA SHARE-OUT MEETING PROCEDURES**

#### **11 : Calculations and Disbursements**

##### **Activity**

1. The facilitator organizes the participants in groups of 3 – 4 participants.
2. Facilitator hands out a partially completed Share Out Sheet and asks the participants to make all the necessary calculations to determine how much each of the group members should receive during the Share Out meeting.
3. Facilitator asks one group to present.
4. Facilitator and other members review the work presented and make any necessary corrections.
5. Facilitator concludes by explaining that every member of a VSLA benefits in proportion to the amount they pay into the VSLA. They also emphasize the value of starting up a new cycle which may include new members of the community who are interested in participating in the VSLA.
6. Facilitator explains that the funds accumulated in the Social Fund will remain with the VSLA as capital in the Social Fund ready for member emergencies.



## PART 4.

### VSLA SHARE-OUT MEETING PROCEDURES

#### 11 : Calculations and Disbursements

SHARE OUT FORM	Group			Share out		Meeting		Target
GROUP NAME	Number	Cycle	Cycle Start Date	Date	Frequency		Savings Amt	
Acacia	4	5	5/1/2024	31/12/24	Weekly		600 FCFA	
# Group Member Name	Individual Cumulative Savings	Individual Final (Adj) Savings	Shareout Multiplier (Cash + Total Final Savings)	Individual Share	Individual Share (Rounded Up or Down to nearest 100)	Amount Owed to Group	Signature	
1 Violet Diallo	50,000	5,000	<b>Total Loan</b>					
2 Amir Ndao	50,000	20,000	<b>Fund Cash</b>					
3 Khadija Toure	40,000	30,000	400,000					
4 Osman Diallo	50,000	-	<b>Divided by:</b>					
5 Sara Toure	50,000	5,000	<b>Total Final Savings</b>					
6 Amadou Souare	30,000	25,000	185,000					
7 Pierre Camara	50,000	10,000	=					
8 Hakima Ndao	50,000	30,000	2.16216					
9 Mahamoud Souare	40,000	20,000	<b>Shareout Multiplier (5 decimals)</b>					
10 Samale Diallo	50,000	40,000	-					
11 Amira Silla	50,000	-	-					
Totals	510,000	185,000						
Chairperson's Signature		Money Counter Signature		Treasurer Signature				
Secretary's Signature		Money Counter Signature						

#### Correct Answer

SHARE OUT FORM	Group			Share out		Meeting		Target
GROUP NAME	Number	Cycle	Cycle Start Date	Date	Frequency		Savings Amt	
Acacia	4	5	5/1/2024	31/12/24	Weekly		950 FCFA	
# Group Member Name	Individual Cumulative Savings	Individual Final (Adj) Savings	Shareout Multiplier (Cash + Total Final Savings)	Individual Share	Individual Share (Rounded Up or Down to nearest 100)	Amount Owed to Group	Signature	
1 Violet Diallo	50,000	5,000	<b>Total Loan</b>	10,810.81	10,800			
2 Amir Ndao	50,000	20,000	<b>Fund Cash</b>	43,243.24	43,200			
3 Khadija Toure	40,000	30,000	400,000	64,864.86	64,000			
4 Osman Diallo	50,000	-	<b>Divided by:</b>	-	-			
5 Sara Toure	50,000	5,000	<b>Total Final Savings</b>	10,810.81	10,800			
6 Amadou Souare	30,000	25,000	54,054.05	54,100				
7 Pierre Camara	50,000	10,000	185,000	21,621.62	21,600			
8 Hakima Ndao	50,000	30,000	=	64,864.86	64,000			
9 Mahamoud Souare	40,000	20,000	2.16216	43,243.24	43,200			
10 Samale Diallo	50,000	40,000	<b>Shareout Multiplier (5 decimals)</b>	86,486.49	86,500			
11 Amira Silla	50,000	-	-	-	-			
Totals	510,000	185,000			400,000	-		
Chairperson's Signature		Money Counter Signature		Treasurer Signature				
Secretary's Signature		Money Counter Signature						

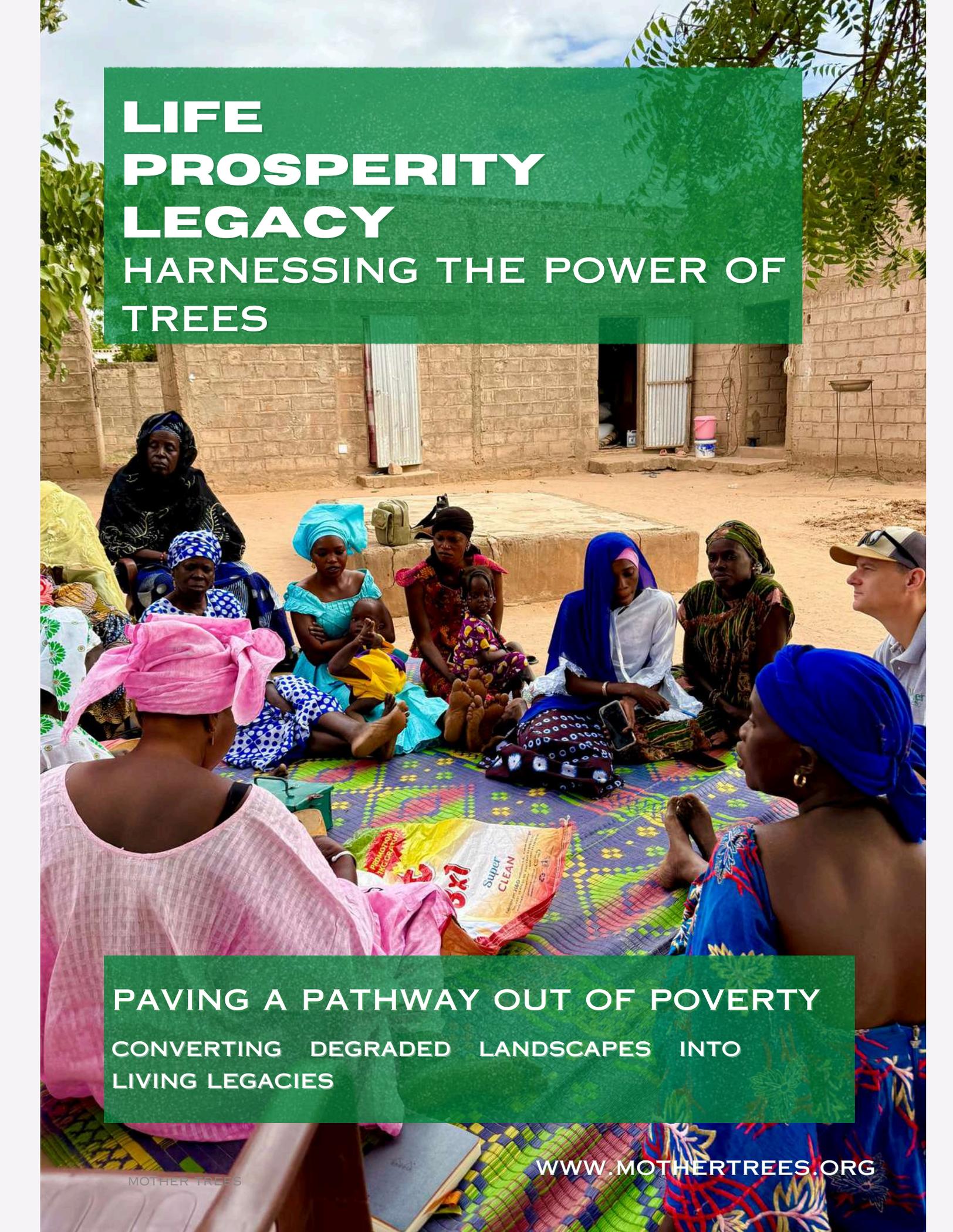


# **ANNEX. 1**

## **VSLA ROUTINE MEETING AGENDA**

1. Registration of Attendance
  - a. Call Attendance
  - b. Update Member Register
    - i. Present
    - ii. Late
    - iii. Absent
2. Social Fund
  - a. Social Fund Contributions
  - b. Social Fund Requests and Approvals
  - c. Social Fund Payouts
  - d. Update Records
    - i. Social Fund Ledger
    - ii. Social Fund Cashbook
3. Loan Fund
  - a. Fines Due
  - b. Savings Contributions
  - c. Loan Repayments
  - d. Loan Applications Review and Approval
  - e. Loan Payouts
  - f. Update records
    - i. Loan Fund Ledger
    - ii. Loan Fund Cashbook
4. Closing of the Meeting
  - a. At this point, the Chairperson invites members to discuss any items of business that may be of interest or were tabled at the last meeting. Members are also invited to propose discussions that will be tabled for the next meeting.
  - b. The Chairperson, with help from the Recordkeeper, announces which loans are due at the next meeting and the amount of each payment.
  - c. The Chairperson announces the date and time of the next meeting.
  - d. If there are no more items to discuss, the chairperson closes the meeting.





# LIFE PROSPERITY LEGACY

## HARNESSING THE POWER OF TREES

PAVING A PATHWAY OUT OF POVERTY  
CONVERTING DEGRADED LANDSCAPES INTO  
LIVING LEGACIES