



**Asia-Pacific  
Economic Cooperation**

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**2011/GFPN/WKSP/009**

Session 3

## **CARD MRI: The Evolution**

Submitted by: CARD MRI



**Workshop on Microfinance Best Practices  
Ha Noi, Viet Nam  
7-8 April 2011**

# CARD MRI: The evolution

Presented by:  
**Mr. Vicente "Jun" Briones**  
CARD MRI

Presented to:  
APEC Summit  
April 2011, Vietnam

**CARD MRI** CARD Mutually Reinforcing Institutions



## How CARD started...

- CARD was established in December 1986



Twenty peso bill  
(USD 0.50)

Old typewriter



**15 rural development  
practitioners**

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# Where it Begins...

## COMMITTED LEADERSHIP

CLEAR VISION:

*“Establish a bank owned and managed by the poor.”*

CLEAR VISION WITH PASSION

CLEAR VISION WITH PASSION AND ACTION

CLEAR VISION WITH PASSION AND ACTION AND REFLECTION



## An evolution which maintains its identity.

- CARD fosters an evolution through enhancing its core competency in microfinance and social development agenda, without setting aside the needs of the clients
- Rather than completely changing faces, it has maintained its identity, and simply adds some more members of its family.

**CARD MRI** = NGO/Foundation +  
Rural Banks + Microinsurance +  
Training Center/Institute +  
Business Development Services +  
Information Technology

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**CARD MRI** = NGO/Foundation →  
Rural Banks → Microinsurance  
→ Training Center/Institute →  
Business Development Services  
→ Information Technology



## CARD MRI Vision

CARD MRI is the global leader in the microfinance industry owned and led by members upholding the core values of excellence, competence, integrity, family spirit, stewardship, humility and simplicity.

During the formative years of CARD, the clients were referred to as the poor, the landless rural farmers. However, with constant communication of CARD to its clients, including series of workshops and Board meetings with client representation, the term *“socially and economically challenged families”* was coined to replace the reference to the poor.

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## CARD MRI Mission Statement

**CARD MRI is committed to:**

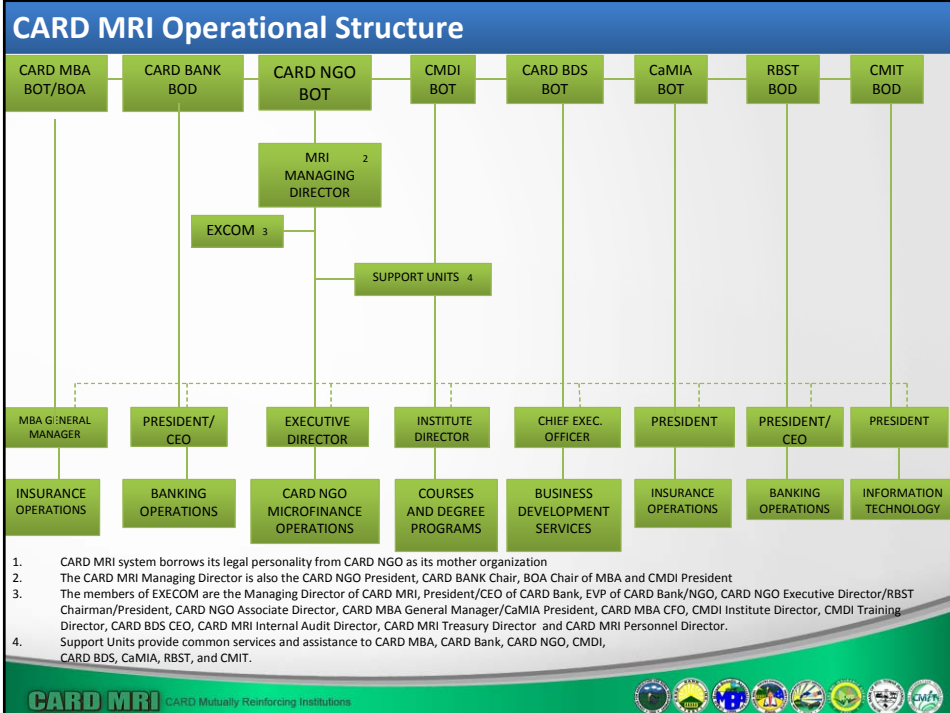
- ⑩ Build sustainable financial and capacity building institutions owned and led by socially and economically challenged families;
- ⑩ Provide continued access to integrated microfinance and social development (credit with education, leadership with a heart, innovative community programs) services to an expanding membership base by organizing and empowering women and their families; and
- ⑩ Continue upholding the highest standards of stewardship of financial, human and institutional resources.

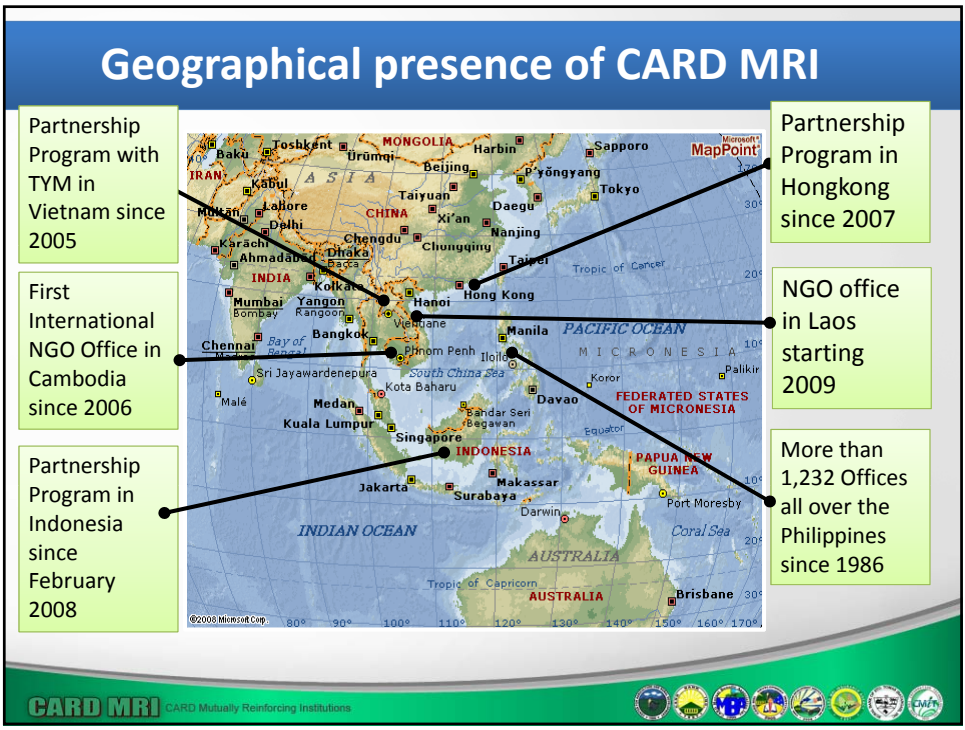
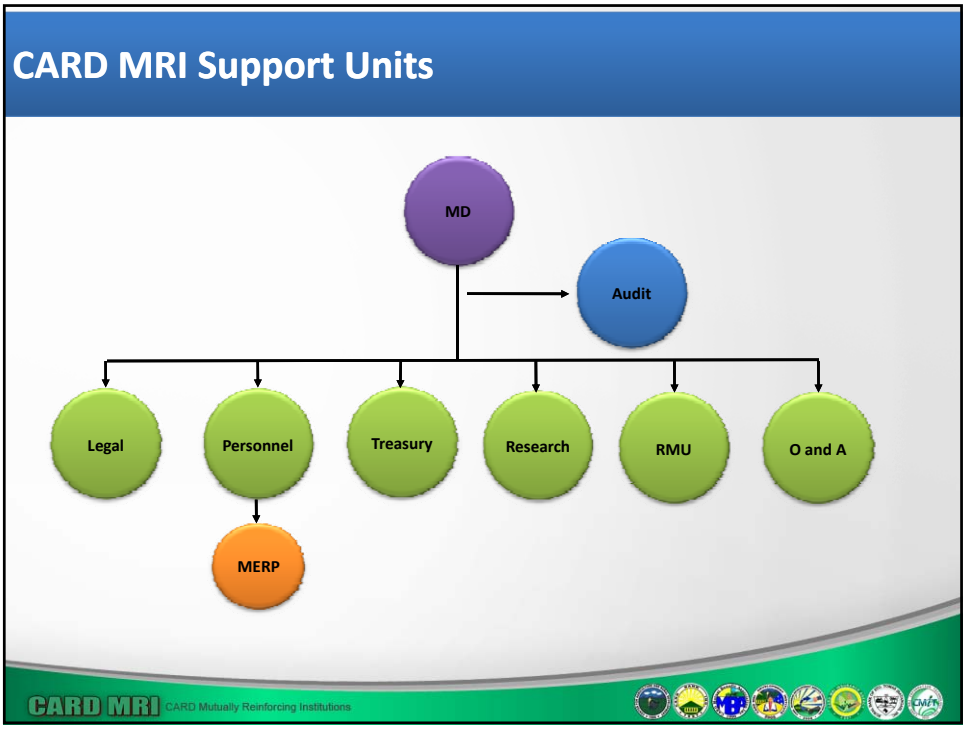
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## Maintaining consistency in the implementation of mission/vision over time

- Well defined organizational structure and role of the Support Units across the CARD MRI system
- Regular inter-Board meetings
- Selected common members of the Board across the CARD MRI system
- Infusion of “new blood” in the system







# CARD MRI


December 2010

**Number of Clients: 1,418,889**  
 (51.73% contribution in the MFI outreach in the country  
 or 27.93% contribution to Poverty Reduction)

**Number of Insured Individuals: 7,094,445**  
 (19% contribution in the overall insured Filipinos)

Clients (incl. Savers): 1,263,489 Loan Clients: 1,244,582 Loan Outstanding: Php5.1B (USD121.4 MM) Savings: Php2.8B (USD67 MM) Repayment Rate: 99.50% Staffing: 5,940	Offices: 1,232 Total Assets: Php9.1B (USD217 MM) Total Liabilities: Php7.2B (USD171.4 MM) Total Equity: Php1.9B (USD45.2 MM) Operational Sufficiency: 118.70% Financial Sufficiency: 107.69%
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## INNOVATIONS...

<p style="text-align: center;"><u>METHODOLOGY</u></p> <ul style="list-style-type: none"> <li>➤ Community organizing</li> <li>➤ Self-Help Groups</li> <li>➤ Village Banking</li> <li>➤ Grameen Banking</li> <li>➤ "GRASA"</li> <li>➤ ASA</li> </ul>	<p style="text-align: center;"><u>PRODUCTS</u></p> <ul style="list-style-type: none"> <li>➤ CARD Solar Power</li> <li>➤ CARD Housing Company</li> <li>➤ Agri-microfinance</li> <li>➤ MF for IPs</li> </ul>
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Continuous sharing of technology and experiences-  
 CARD MRI Development Institute, Inc.

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## CARD Bank Products and Services

### \*LOAN PRODUCTS

- MF-SIKAP 1
- MF-SIKAP Additional
- MF-SIKAP MSB
- MF-Micro-Agri Loan
- MF-Micro Housing Loan
- OL-Solar
- OL-Health Loan
- OL-Calamity Loan
- OL-Salary Loan
- OL-Educational Loan
- SME-SME Loan

### \*SAVINGS PRODUCTS

- Kayang-Kaya Savings (Regular Savings)
- Tiwala Savings (Term Deposit)
- Tagumpay Savings (Term Deposit)
- Checking Account
- Kiddie Savings Account
- Matapat Savings

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## Matapat Savings

### START SAVING NOW!

Minimum to CARD Bank Account and to start Matapat Savings is P100.00

#### Requirements

- 1. Valid ID
  - 2. Photos (2x1)
- LIST OF VALID IDs:
- Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID
  - Valid ID

Matapat na Babala sa Bagay-Bagay



At CARD Bank, Inc. Makaila sa mga Negosyo sa mga...  
 Magsimula sa P100.00 o P200.00...  
 at...  
 P100.00...  
 P100.00...  
 P100.00...

CARD Bank, Inc. Main Office: 1001 Burgos St.,  
 San Pablo City

Magsimula sa P100.00...  
 (049) 562-7660  
 www.cardbankph.com

CARD Bank, Inc. is a member of **Bankers**  
 Member: CFI, Makitambal (member of AFP), CFI, CFI



### Matapat Savings



Low opening and maintaining balance	Php. 1000
Balance to earn interest	Php. 1000
Minimum deposit	Php. 100
Minimum withdrawal	Php. 100



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## CARD Inc. Products

### \*LOAN PRODUCTS

- Sikap 1
- Sikap 2
- Small Business Loan (SBL)
- Agri-Microfinance Program (AMFP)
- Special Loan Microfinance for the IPs



## CARD MBA Products and Services

- Life Insurance Program
- Total and Permanent Disability (TPD) Rider
- Motor Vehicle Accidental Hospitalization (MVAH) Benefit
- Retirement Savings Fund
- All Loans Insurance Package
- Refund of Contribution
- Mass Wedding
- Credit Bureau
- Claims Settlement
- Cause of Death that are not Considered Accidental in Nature
- Build-Operate-And-Transfer Program (BOAT PROGRAM)



## CARD BDSF Products and Services

### EXTERNAL CLIENTS

#### Hapinoy

(access to flexible loans)

Inventory Financing Scheme (IFS) ; Productive Asset Loan (PAL) ; Best Price ;  
Loan Scale Up ;  
Trainings and Capacity Building ; Painting and Signage

#### Marketing

Marketing of Products of members ; Product Development ; Personalization  
of Products ;  
Business Training and Coaching ; Value Chain Analysis per sector ; Raw  
Materials Consolidation

#### Agricultural Trading Program

Rice Trading ; Product Consolidation ; Marketing ; Product Development



## CARD BDSF Products and Services

### INTERNAL CLIENTS (CARD MRI)

Printing Press

- Reproduction of ledger, manual and other forms (for CARD MRI)

Ticketing

- Centralized processing and consolidation of domestic flights



## CARD MRI Insurance Agency Products and Services

### \*Major Products of CAMIA

Packaged Assistance In-case of Disaster Plan (P.A.I.D. Plan)

### \*Other Product Lines

- Group Personal Accident
- Casualty Insurance
- Fire Insurance
- Motor Car Insurance
- Crime Insurance Policies
- Group Personal Accident
- Money Securities and Payroll
- Comprehensive (MSPR) Policy
- Surety Bonds

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## CARD RBST Inc. Products and Services

### Loan Products

#### Regular Loans

- Real Estate Mortgage (REM) Loan
- Health Loan

#### SME Loans

- Express Working Capital (Php151,000 to Php1,000,000.00)  
(USD3,600 to USD24,000)
- Express Investment Capital (Php151,000 to Php1,000,000.00)  
(USD3,600 to USD24,000)
- Multi-Purpose Loan (Php10,000.00 to Php50,000.00)  
(USD240 to USD1,200)
- Loan Incubation Program (Php100,000.00 to Php150,000.00)  
(USD2,400 to USD3,600)

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## CARD RBST Inc. Products and Services

### Loan Products

#### Microfinance Loans

- SIKAP Loan (Php3,000.00 to Php100,000.00)  
(USD71 to USD2,400)
- SIKAP Additional Loan (Php3,000.00 to Php10,000.00)  
(USD71 to USD240)
- SIKAP Others (Php1,000.00 to Php2,000.00)  
(USD24 to USD48)
- SIKAP MSB (Php2,000.00 to Php10,000.00)  
(USD48 to USD240)



## CARD RBST Inc. Products and Services

### Savings Products

- Kayang-Kaya savings (Regular Savings)
- Tiwala Savings (Special Savings Deposit)
- Demand Deposits (Checking/Current Account)
- Capital Build-Up (CBU)
- Tagumpay Savings

### Bayad Center Services

- Electricity and Water Bill (Meralco, Maynilad, Manila Water, BATELEC 1, etc.)
- Telephone Land Lines (Bayan, Globe Landline, PLDT, etc.)
- Cellular Phones (Globe, Smart, Sun Cellular, etc.)
- CABLE TV (Batangas Cable, Cable Link, Sky Cable, etc.)
- Internet (Bayan DSL, Globe Internet, Digitel net Direct, etc.)
- RCBC Bankcard



## Success factors



1. Good governance



2. Financial transparency



## Success factors

3. Capable middle and upper management

4. Account Officers are motivated to work with the poor



## Success factors

5. Balancing financial and social performance

6. Culture of listening to clients' voices and innovating to meet their needs



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## Success factors

7. Adoption of a business model

8. Adherence to our core values

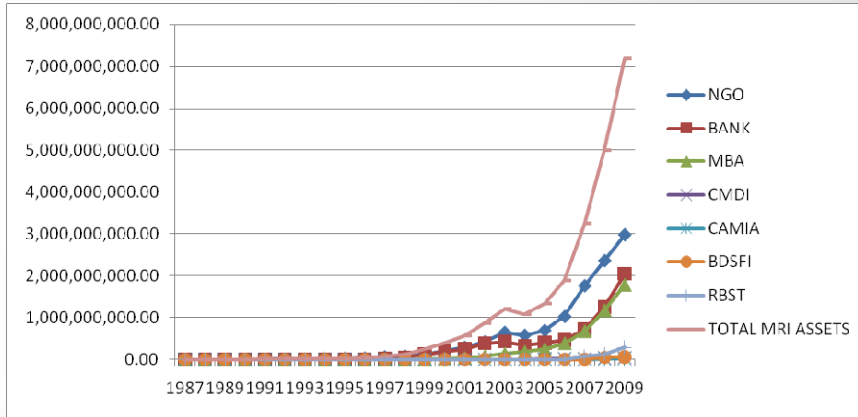
9. Regulatory environment that supports the growth of the microfinance industry



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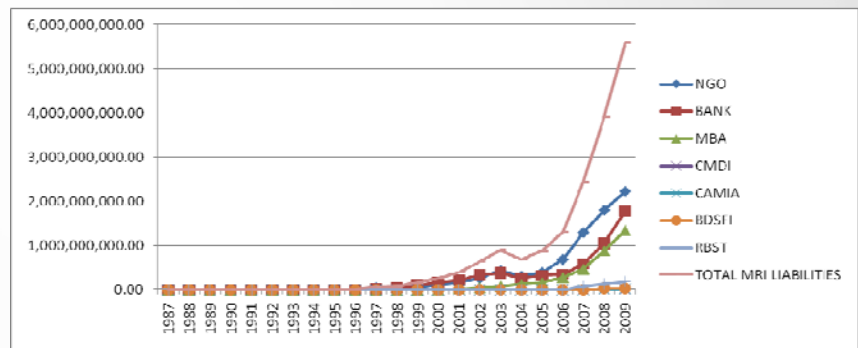
### From Php20.00 (1986) to Php7.2B (2009)



**Note:** Figures on Total Assets for CARD NGO is since 1991; for CARD Bank is since 1997; for CARD MBA is since 1999; for CMDI is since 2005; for CaMIA is since 2007; for CARD BDSFI is since 2008; and for RBST is since 2007.



### From Php20.00 (1986) to Php5.5B (2009)



**Note:** Figures on Total Liabilities for CARD NGO is since 1991; for CARD Bank is since 1997; for CARD MBA is since 1999; for CMDI is since 2005; for CaMIA is since 2007; for CARD BDSFI is since 2008; and for RBST is since 2007.

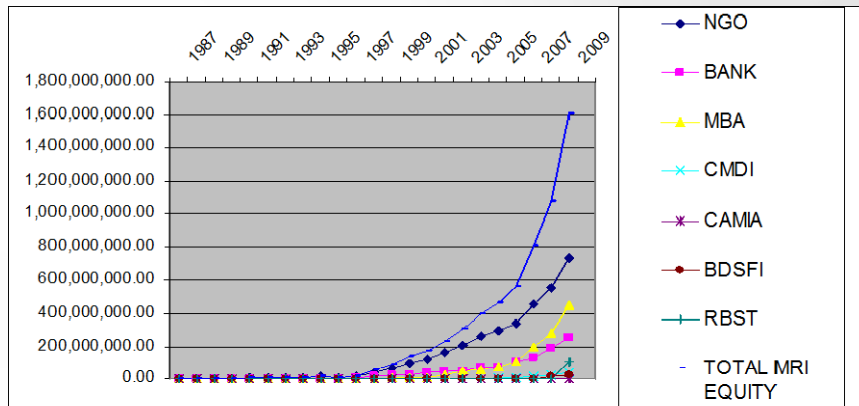


COMPOSITION OF TOTAL LIABILITIES				
	DEPOSITS	BORROWINGS	OTHERS	TOTAL
1991	71%	0%	29%	100%
1992	60%	0%	40%	100%
1993	33%	0%	67%	100%
1994	22%	0%	78%	100%
1995	26%	0%	74%	100%
1996	31%	27%	43%	100%
1997	40%	48%	12%	100%
1998	32%	51%	17%	100%
1999	42%	48%	9%	100%
2000	48%	46%	6%	100%
2001	44%	43%	13%	100%
2002	40%	43%	17%	100%
2003	39%	42%	20%	100%
2004	48%	27%	25%	100%
2005	52%	24%	24%	100%
2006	45%	31%	25%	100%
2007	44%	33%	23%	100%
2008	41%	30%	29%	100%
2009	42%	28%	30%	100%

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### From Php20.00 (1986) to Php1.6B (2009)



**Note:** Figures on Total Equity for CARD NGO is since 1991; for CARD Bank is since 1997; for CARD MBA is since 1999; for CMDI is since 2005; for CaMIA is since 2007; for CARD BDSFI is since 2008; and for RBST is since 2007.

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## Continuous way forward..

- Agri-microfinance
- SME
- Microfinance for the IPs
- Core Banking Solutions/ATM
- Solar Power
- Housing

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## Words of advice to prospective servants of the people

1. Work hard and work smart.
2. Pursue your vision with passion.

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# Maraming Salamat!

CARD MRI, Philippines

**CARD MRI**

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