

## DRAFT [PROJECT] CHARTER

VERSION 1.0

Vision statement: [state what objective(s) this project aims to meet, and what goal(s) this will help the organization achieve.]

For attention of	[FI Project Sponsor]
Prepared for	[FI]
Date prepared	[DD Month YYYY]
Contact	[Consultant Project Sponsor/Advisor]

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## 1 Executive summary

FI's national strategy and five year plan, approved in [Month YYYY], has multiple business objectives that include [ex: better serving clients, increasing customer outreach, improving productivity, reducing costs and increasing savings mobilization].

In order to achieve these objectives, there is a need to have multiple channels that are convenient to access, affordable, impactful and highly efficient. Channels such as Branches, POS and ATM can help meet the business objectives, but can prove to be expensive to build and operate. FI has proposed to leverage [ex: agent networks and technology-based solutions such as mobile banking] in order to meet their goals and obtain financial and social returns.

A detailed Feasibility Study to [ ] will be conducted by [ ] with FI between [month] and [month] [year] – this resulted in [list major findings]. The findings from the feasibility study will be formally reported to senior management in order to make a go/no go decision on further investment.

## 2 Business context

The mission of FI is [ ]. Since launching operations in [month YYYY], FI offers a wide range of financial services and products to [ ]. As of [month YYYY], the bank had a total of [ ] branches in [geographic reach] serving [ ] customers and has over [ ] staff. FI closed [month YYYY] with [ ] active loan clients with a portfolio of \$[ ] million. The bank has also managed to control payment ratios closing [month] with a PAR greater than [ ] days of [ ]%.

FI's strategy and five year plan, approved in [Month YYYY], has multiple business objectives that include [ex: better serving clients, increasing customer outreach, improving productivity, reducing costs and increasing savings mobilization]. In order to achieve these objectives, there is a need to have multiple channels that are convenient to access, affordable, impactful and highly efficient. Currently, FI employs a variety of channels to serve its clients: [list and describe current channels; samples given, substitute as needed]

- i. A combination of **full-service branches** and **mini-branches**, currently FI has [ ] branches. While an extensive branch network is crucial to FI's operations in certain locations, the launch and operating costs are high.
- ii. Services offered through an **ATM channel** in partnership with [ ]. Clients are issued [ex: debit-cards] that allow them to [ex: make deposits, withdrawals, and balance inquiry, get mini-statements and conduct other payment services]. As of [DD Month YYYY], FI has issued clients [ ] cards and [ ] have been activated. To increase usage, FI has entered into partnerships with [ ] to have ATM machines installed at FI branches. Currently with [ ] ATM machines functional at [list locations]. Monthly ATM card transactions are now about [ ] % of total transactions at FI.
- iii. **Offline point-of-sale devices (POS)** with an application allows field based officers to collect loan repayments, cash collections for savers and provide balance inquiries in the field without clients having to leave their micro enterprises to conduct transactions at the branch.

While these channels meet important needs, they are expensive and have limited reach.

[Country] is [describe key attributes] market with more than [ ] million subscribers out of a population of [ ] m ([ ] m are over 18yrs of age and [ ] % live in rural areas). Mobile phone ownership is [ ] % in urban and [ ] % rural areas respectively. On the other hand, financial inclusion is very low with only [ ] m adults formally included. This creates a great opportunity to bring financial services into the hands of customers using mobile phones.

To achieve this, FI plans to extend their digital financial services offerings by leveraging agent networks and technology-based solutions such as mobile banking in order to meet their goals and obtain financial and social returns. Therefore, over the next five years FI plans to diversify the channels mix as follows [samples given, substitute as needed]:

- Increase its branch network to [ ] branches from the existing [ ]; with all branches equipped with at least [ ] POS and [ ] ATMs each;
- Outsource agency banking establishing at least [ ] agents with [ ] [POS terminals/mobile];
- Explore, pilot and rollout customer self-service / mobile banking application with a partner;
- Deploy at least [ ] ATMs and at least [ ] POS devices within channels outlined above in partnership with [ ].

In order to successfully deploy the new channels, it is essential to understand a) customer acceptance; b) operational changes required within FI and c) the partner organization's abilities to support FI customers.

In order to understand the potential for FI to successfully implement and benefit from specific new channels a detailed feasibility will be conducted and presented to FI senior management.

This Project Charter defines the feasibility study project at FI.



### 3 Project team

The following table shows a sample of key project team members for the feasibility study. *[Samples given, substitute as needed]*:

Institution	Department	Member/position	Primary Role
Accion International	Digital Solutions	Vice President	Senior project sponsor and key advisor
		Regional Director/Manager	Lead on business activities, day-to-day project management and supervision of activities and deliverables
		Consultant/Manager	Support Consultant on business activities, day-to-day project management and subject matter expertise
	Accion Regional Office	Program Manager	Project management support
External Consultant	Digital Solutions		Lead Consultant on analysing potential partners, options for technical setup of systems integration and recommendations
FI Team	MD/CEO		Senior project sponsor
	CIO		Project Team member
	COO		Project Team member
	RA Operations		Project Manager at FI
	e-Business Manager		Deputy Project Manager at FI
	Marketing Manager		Project Team member
	Legal Manager		Project Team member
	Operations Manager		Project Team member
	IT – Applications Administrator		Project Team member
	IT – Systems Analyst		Project Team member
	Operations Manager		Project Team member

## 4 Stakeholder communication matrix

Due to the nature of the project, there is a broad range of stakeholders involved. The table below is a sample format that can be emulated to help inform the project team of the rules of engagement with each stakeholder *[samples given, substitute as needed]*:

Stakeholder	Interest/context	Communication
FI Board	Project has a direct impact on business plan of FI	Monthly update via FI CEO

The project team will meet weekly on the phone and/or Skype. Details of all team members' contacts have been circulated. These are not included here to respect privacy.

## **5 Scope of feasibility study**

[Scope of feasibility study: Internal analysis, external analysis, high level business case]

### **5.1 External analysis**

[PROVIDE SUMMARY OF EXTERNAL ANALYSIS APPROACH]

### **5.2 Internal analysis**

[PROVIDE SUMMARY OF INTERNAL ANALYSIS APPROACH]

### **5.3 High level business case**

[PROVIDE SUMMARY OF HIGH LEVEL BUSINESS CASE APPROACH]

### **5.4 Presentation of findings in overview feasibility study**

[PROVIDE SUMMARY OF OVERVIEW FEASIBILITY STUDY FINDINGS]



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## 6 Project plan

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This section outlines the delivery timescales for the project components outlined in section 5 of this document

1. External analysis – [Delivery date]
2. Internal analysis – [Delivery date]
3. High level business case – [Delivery date]