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Cooperative Bank Training

Consultancy: May 19 - June 18, 1985
by Robert Gaarder

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What Happened:

The first of four cooperative bank training programs took place June 3 - June 14 at Nsamizi Training Center, Entebbe. This first program was for bank supervisors. A daily agenda of training activities is attached. The training program was attended by 30 supervisors. The new cooperative bank procedures manuals for accounts and credit were introduced at this seminar. Staff for the training program included Andrew Mbangi, Institute of Public Administration (IPA), team leader; Mr. Peter Atikoro, Makerere University; and Patrick Ahinbisiwe and Cornelious Kazora from the Cooperative Bank. Bob Gaarder, ACDI, was technical adviser.

Results:

Overall, the course was seen by the participants and bank officials as being highly successful. On a scale of 1 to 5, 1 being not satisfied and 5 being very satisfied, participants rated the course 3.90. One participant described it this way, "In reality the trainers have put us in a standard that we were not in. We can now know what we are in the institution and the way of handling matters correctly in our jobs."

The manuals also were well-received. Also, on a scale of 1 to 5, with 1 being not helpful and 5 being very helpful, the participants rated the accountants manual and credit manual 4.30 and 3.93 respectively. One participant stated that, "With a few touches here and there, it will be a most helpful 'bible' to employees." This, in fact, is exactly what the bank intends to do. This first set of manuals was still considered a draft. The cooperative bank trainers collected much information from the participants at the training program which they plan to use to improve and polish the manuals. Nonetheless, the first set of manuals was seen by all as an important step in the rehabilitation of the bank.

On the whole, the trainers did an excellent job. Andrew Mbangi, the team leader, did his usual outstanding job. Of Andrew one participant said, "An excellent knowledge of accounts. He miraculously drove home materials which could take us years." If possible, the management should take him on as a training officer in the bank." Andrew provided excellent leadership and continuity to the program.

Very pleasant surprises were the cooperative bank trainers, particularly Cornelilus Kazora. Mr. Kazora developed about a dozen case studies of actual bank situations to use in the training program. Participant response to these studies was overwhelming. It was seen as by far the most useful of the training activities. Twenty-five of twenty-nine participants filling out evaluations rated these case studies a 5 on a scale of 1 to 5, where 1 was not helpful and 5 was very helpful. The overall rating was an amazing 4.86. One participant wrote, "They [the case studies] relate perfectly to our work, to actual problems in our environment." The bank is fortunate to have two such capable trainers as Mr. Ahinbisibwe and Mr. Kazora. They will be invaluable for future follow-up training programs.

In summary, the launching of this first supervisors training program can be seen as a cornerstone to the bank's rehabilitation efforts. Participants treated the training very seriously and worked extremely hard. By the end of the two weeks, supervisors were energized by a much clearer understanding of what their job is and how to do it well. This kind of enthusiasm will put more pressure on top management steadily to improve the conditions of work and operating procedures at the bank.

Still To Come

- . Second Supervisors Training Course; 30 participants; Nsamizi; June 17 - 28.
- . Accountants Training Program; 30 participants; IPA, Kampala; July 15-26.
- . Branch and Head Office Managers; 30 Participants; IPA, Kampala; August 5-16.

Update: Managers Association

The Union Managers Association, with assistance from ACDI commissioned Andrew Mbangi and Ijuka Kabomba, both from IPA, to do the first association consultancy. The consultancy took place at the Banyankole Kweterana Growers Cooperative Union in Mbarara. The consultancy lasted 3 weeks and consisted of an examination of the union's entire operations with accompanying recommendations for improvement.

On the whole, everyone was very satisfied with the quality of the report submitted by the consultants. Some of the recommendations were very general, but this can be expected given the short time at the union site. The report gave an excellent overall picture of the operations of the union. The managers association intends to do more such consultancies in the future.

The managers association could be an excellent place to house technical assistance efforts in the proposed private enterprise rehabilitation project. The managers are organized, they have a charter and they are motivated to improve the condition of agricultural private enterprises. They are, however, lacking a facility, a neutral location from which to conduct organizational activities. Currently, they are working out of the Uganda Cooperative Central Union (UCCU), where the chairman of the association, Mr. Eldad Barigye, is located.

Update: Ministry Reorganization

In response to the January conference in Kabale, I have received letters from cooperative unions stating their willingness to take on ministry staff. These letters specify numbers and types of positions. However, given the short time remaining on the current cooperative agreement between ACDI, the MCM and USAID, any consulting for the ministry in the area of restructuring is, for all practical purposes, dormant.

THE CO-OPERATIVE BANK LIMITED

TRAINING COURSE FOR THE SUPERVISORS

1ST SESSION

TIME: 3RD TO 15TH JUNE 1985

PLACE: NSAMBEI TRAINING INSTITUTE

FIRST WEEK

3rd June 1985 MONDAY	4th June 1985 TUESDAY	5th June 1985 WEDNESDAY	6th June 1985 THURSDAY	7th June 1985 FRIDAY	8th June 1985 STAFF MANAGEMENT
INTRODUCTION EXPECTATIONS OVERVIEW	ROLE OF SUPER- VISOR	PRINCIPALS OF ACCOUNTS	STAFF MANAGEMENT AND MOTIVATION	PRINCIPALS OF ACCOUNTS	STAFF MANAGEMENT AND MOTIVATION
THE MISSION OF THE CO-OP. BANK	BANK/CUSTOMER RELATIONSHIP	AS ABOVE	AS ABOVE	AS ABOVE	AS ABOVE
THE ROLE OF THE SUPERVISOR	AS ABOVE	AS ABOVE	LAB. & PRACTICE OF BANKING	AS ABOVE	FREE

SECOND WEEK

10th June 1985 MONDAY	11th June 1985 TUESDAY	12th June 1985 WEDNESDAY	13th June 1985 THURSDAY	14th June 1985 FRIDAY	15th June 1985 SATURDAY
LOANS	LOANS	DOCUMENTATION	STAFF MANAGEMENT AND MOTIVATION	BACKHOME PLANNING	
AS ABOVE	INTERPRETATION OF ACCOUNTS	AS ABOVE	BACK HOME PLANNING	EVALUATION	DEPARTURE
AS ABOVE	AS ABOVE	LEADERSHIP	AS ABOVE	CLOSING	

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