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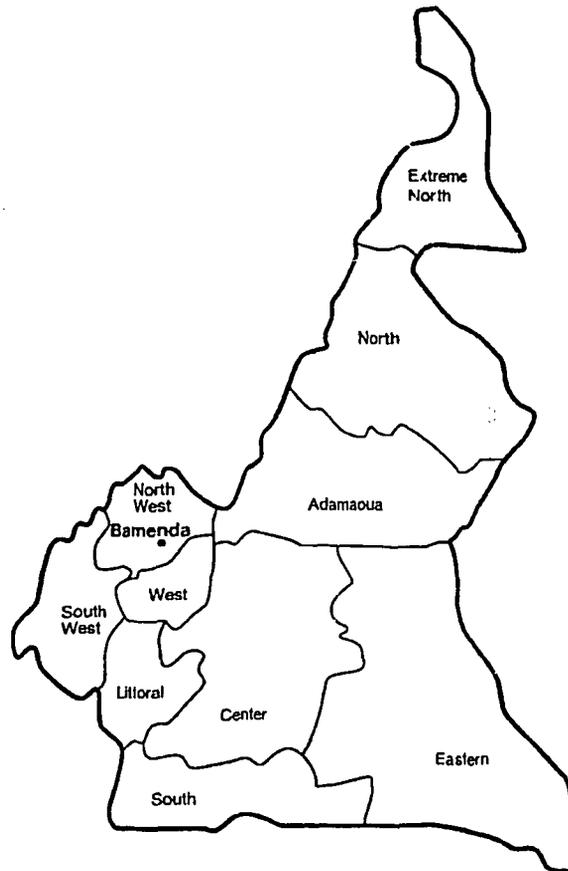
**Cameroon Credit Union
Development Project
Phase II**

FINAL REPORT

October 21, 1992

Cameroon Credit Union
Development Project:
Phase II

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- A. Comments on USAID Evaluation
- B. CUdBASE Reports/Charts (Specimens)
- C. M.O.S. Credit Union Health Index
- D. WOCCU/USAID/GRC Project Agreement
- E. Resident Advisors' Job Descriptions
- F. Biographical Sketches of WOCCU Field Advisors
- G. Final Project Budget Report

LIST OF ABBREVIATIONS

ACCOSCA	African Confederation of Savings & Credit Associations
BCC	Bank of Credit & Commerce
BEAC	Banque des Etats de l'Afrique Centrale
BIAO	Banque Internationale pour l'Afrique Occidentale
CamBANK	Cameroon Bank
CamCCUL	Cameroon Co-Operative Credit Union League, Ltd.
CCA	Canadian Cooperative Association
CDC	Cameroon Development Corporation
CDSS	USAID's Country Development Strategy Statement
CFAF or CFA	The BEAC countries' currency, the CFA Franc
CIDA	Canadian International Development Agency
CLF	CamCCUL's Central Liquidity Facility
COP	(Project) Chief of Party
CPSP	USAID Mission's Country Program Strategy Plan
CUdBASE	CamCCUL's computerized CU monitoring system
CUNA	Credit Union National Association, Inc. (USA)
CY	Calendar Year
DAI	Development Alternatives Inc.
DAPC	Directed Agricultural Production Credit
EOP	End-of-Project
E&T	Education & Training
FONADER	The GRC's Rural Agricultural Development Fund
GDP	Gross Domestic Product
GRC	Government of the Republic of Cameroon
IFAD	International Fund for Agricultural Development
IS	Institutional Support
log frame	Logical Framework
MIS	Management Information System (or Specialist)
MOS	(Credit Union) Minimum Operating Standards
MUCIA	Midwest University Consortium for International Affairs
PC	Productive Credit
Phase II	The credit union project being described in this report
SCB	Société Camerounaise des Banques
SFPC	Small Farmer Production Credit Program
SME	Small & Medium Enterprises
SNV	Netherlands (Volunteer) Assistance Program for Development
TA	Technical Assistance
USA or US	United States of America
USAID	United States Agency for International Development
WID	Women in Development

FORWARD

This final report of the Phase II Credit Union Development Project has been prepared jointly by the three long-term advisors assigned through the World Council of Credit Unions to assist the Cameroon Cooperative Credit Union League, Ltd. (CamCCUL) implement project objectives. The three advisors are (1) Rowland Thurlow, Chief of Party/Management Advisor; (2) Kevin Mindock, Productive Credit Advisor; and (3) William Mitchell, Education and Training Advisor.

Through this report, the advisors hope to document the accomplishments and shortfalls of their advisory work, and provide all project collaborators with a working document that will help determine what role they can play to help Cameroon's credit union movement meet the growing challenges in the years ahead.

The advisory team wishes to acknowledge the assistance and open collaboration of their CamCCUL colleagues who have proven themselves to be professionals genuinely dedicated to the credit union philosophy. We know them both as partners and friends. This includes not only the CamCCUL staff with whom we worked on a daily basis, but its Board of Directors and the more than 75,000 credit union members who have demonstrated what it truly means to be part of "the credit union family."

We also wish to acknowledge the support of the different project collaborators including the staff of the United States Agency for International Development (USAID), the World Council of Credit Unions (WOCCU), the Canadian Cooperative Association (CCA), the African Confederation of Cooperative Savings and Credit Associations (ACCOSCA), and the Ministry of Agriculture through the staff of the Department of Cooperation and Mutuality. Their technical support helped CamCCUL survive a potentially disastrous financial crisis caused by the collapse of several commercial banks beginning in 1989 and the subsequent civil disobedience campaign that persisted throughout most of the national territory, particularly Bamenda from mid-April through December of 1991.

The role of an advisor is not easy; sometimes advice that was given may not have been "correct" in the Cameroonian context. Perhaps we sometimes viewed problems and gave recommendations with a "foreigner's" perception without considering the cultural environment. At times we "agreed to disagree" with our Cameroonian partners on certain methods and approaches, but we always understood together that our ultimate aim was to improve the benefits of credit union membership. We hope that we have achieved our mission.

I. EXECUTIVE SUMMARY

This final report of the Phase II Credit Union Development Project represents the combined individual contributions of the three technical advisors assigned by the World Council of Credit Unions (WOCCU) to the Cameroon Cooperative Credit Union League, Ltd. (CamCCUL). The report does not attempt to *evaluate* project success or failures; that has been done two times over the past nine months by the WOCCU/CCA¹ assessment team and the USAID² evaluators.

Rather, this report represents the opinions, findings, accomplishments, and recommendations of the resident WOCCU advisors from their "own" perspective, based on their combined 142 person-months in Cameroon.

Section II discusses the project purpose and provides a general description of the project. Following that, each advisor was assigned by the Chief of Party (COP) to recapitulate (Section IV) conditions and recommendations at project start in his specific area of technical expertise; these are essentially the same conditions outlined in each individual's pre-commencement report. Following Section IV are comments on "qualitative" achievements reached on the 10 objectives outlined in the grant agreement. Again, each advisor was assigned to report on specific areas that were related to his job responsibility. Next, the team agreed to review project impact on a variety of development issues which we felt deserved particular attention. These issues include impact on Cameroon's rural population, women's role in development, democracy, transparency, the regulatory environment, technology transfer, and self-sufficiency, among others. Finally, each advisor provided his own recommendations for consideration by the League and other project partners which we feel may help guide CamCCUL to improving services to members and become a major force in Cameroon's

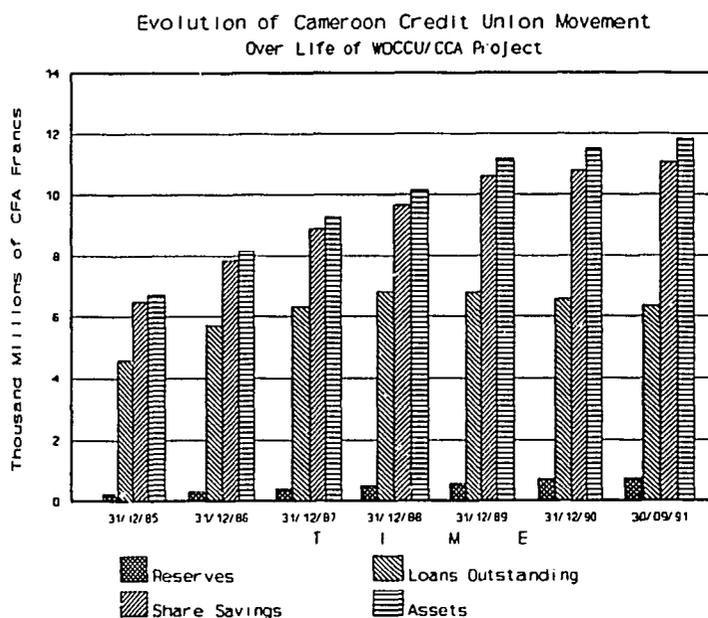


Figure 1

¹ Canadian Co-Operative Association

² United States Agency for International Development

financial marketplace. Attachments have also been included to meet specific reporting requirements.

Over the past several months there has been considerable debate on future donor support to CamCCUL, especially the type - TA or IS - and if so, for how long. There seems to be an impression that CamCCUL has reached a point in its development where it should be able to stand on its own feet. The decision to provide continued donor assistance obviously rests with those most closely involved with determining the best project portfolio that will satisfy the Government of Cameroon, the development goals of the Cameroon people, and those of the donor as well. What must be highlighted here, however, is that CamCCUL through technical support from WOCCU and USAID has "*survived*" its biggest challenge ever over the past four years. Bank liquidations, government interference, political instability, and a deepening economic crisis which have made prompt loan repayment difficult, if not impossible, were some of the major factors that contributed to forcing CamCCUL's and the WOCCU team's decision to introduce "crisis management" techniques. LogFrame assumptions became completely erroneous. CamCCUL's management, leadership, and staff commitment coupled with donor leverage of the GRC (by World Bank, USAID, etc.) and WOCCU's determined efforts to provide timely strategic advice certainly were key to avoiding financial disaster. However, most important to CamCCUL's survival was "member confidence" in their cooperative credit unions and CamCCUL. If, at any time, there had been a massive demand for savings withdrawals by credit union members, CamCCUL might possibly be facing bankruptcy today.

The difficult times are not over yet. On the contrary, CamCCUL faces bigger challenges than it did five years ago. The new cooperative law poses serious threats to credit union development, commercial banks are raising red flags once again, the economic crisis is deepening, and political instability is a reality. Indeed, what CamCCUL needs most at this juncture is a signal of support from USAID that will sustain that all-important "member confidence" factor which will play heavily on CamCCUL's future sustainability. Time is of the essence.

We are not suggesting that CamCCUL will suddenly collapse; but we are suggesting that USAID should reconsider its decision to stop long-term technical assistance to CamCCUL. In a period where most donor-supported projects in Cameroon rely heavily on doubtful government contributions and heavy donor subsidies to sustain project-supported institutions, it seems illogical to stop assistance to a democratically-controlled "private" financial cooperative movement which does not rely on government contributions or donor grants to subsidize its activities. Yes, CamCCUL is financially self-sufficient, but it has reached a new plateau in its development that will require more specialized technical assistance, particularly in the areas of computerization (accounting, MIS, etc.) and marketing/promotion. We hope that USAID will take this recommendation under serious consideration as it moves to develop its new "Country Program Strategy Plan (CPSP)."

CamCCUL, as cited above, has proven itself to be a truly democratically-controlled institution which is guided by well established, internationally-accepted credit union operating principles. Its membership is open, all affiliated credit unions are audited annually to ensure transparency, and it is 100% private. The League has matured over the years and has successfully demonstrated that host-country government assistance to a project is not a prerequisite for success. One hundred per cent of CamCCUL's 11 billion CFA Francs (CFAF) savings base has been locally mobilized; no donor funds have been used for onlending to finance normal League activities and expenditures that were outside project activities.

Development strategies change continuously over time, as they should. From "basic human needs" to "women in development" to "privatization" to "microenterprise development". Buzz words change time and again. As we look at CamCCUL and the almost 15 years of WOCCU assistance we, as advisors, understand that CamCCUL and its affiliates may be one of the few indigenous African institutions that have withstood the test of time and words. CamCCUL has a proven track record which both donors and WOCCU can proudly claim as a success story.

Designing and implementing development projects might best be likened to a baseball game. Any player batting .333 is having an extremely good year. The question is, do you remove the player from the lineup or trade him/her when the rest of the team is in a slump?

Our advice is an obvious "*no*".

II. PROJECT PURPOSE AND GENERAL DESCRIPTION

Phase II of the Credit Union Development Project was developed jointly by WOCCU, CCA and CamCCUL. An unsolicited proposal was submitted to USAID in April, 1986 and was approved as OPG 631-0057. The three principal purposes of the project, as stated in the project proposal, are (1) strengthening of Cameroon's national and regional credit union structures so that they continue to provide needed services to affiliated credit unions and their members; (2) expansion of the credit union network served by CamCCUL, both within its present area of operation and in not yet affected areas; and (3) sophistication of services rendered to credit unions and their members.

The proposal for the Phase II project was based upon CamCCUL's second five-year plan (1985-1989), and although the actual number of objectives in the plan totalled 13 while the project proposal listed only 10, it is clear that the objectives were the same with the exception of objective sequence and semantics. Also, since the project proposal was written in April, 1986, almost a year following the development of the second five-year plan, indicators were increased in some instances to reflect the additional time that had passed before actual project implementation. Finally, in keeping with normal donor agency guidelines, certain key indicators were included as part of the project proposal which were not delineated as fully in the second five-year plan; the most striking example was in the expansion zones, where the project proposal goes into much greater detail on expectation levels.

Project partners included CamCCUL, WOCCU, CCA, ACCOSCA, USAID, CIDA, SNV, and the U.S. Peace Corps. Actual responsibilities for all organizations implementing the Phase II project can be found on page 7 of the project agreement (Attachment B of this report) signed between the Government of Cameroon and the World Council of Credit Unions. Following is a summary of each organization's responsibilities:

A. Cameroon Cooperative Credit Union League, Ltd.

CamCCUL's primary responsibility was to achieve the ten objectives of the project, which are the same as those developed by the League in its second five-year plan, to continue providing services to its affiliated credit unions, and to attain technical and financial self-sufficiency by the end of the project.

B. World Council of Credit Unions

WOCCU, as the grantee for Phase II activities, was responsible for providing three long-term advisors--a Productive Credit Advisor, an Education and Training Advisor, and a Management Advisor--as well as a number of short-term

consultancies as needed. Additionally, WOCCU was to provide operating sub-grants ("IS", or Institutional Support) to CamCCUL, which would assist it to meet specific project objectives.

C. Canadian Cooperative Association

The CCA is responsible for providing short-term consultants and operating grants to CamCCUL to meet project objectives.

D. Government of Cameroon

Through the Ministry of Agriculture's Department of Cooperation and Mutuality, the government main task was to assist CamCCUL to recruit staff. The GRC was also called upon to accord duty-free privileges for the importation of project-financed commodities and the advisors' personal effects; provide an annual audit of CamCCUL accounts; and assist in the League's training program, including the provision of competent staff as lecturers or use of government training facilities when feasible.

E. USAID/Canadian International Development Association

Both USAID and CIDA had as principal roles the provision of financial support to the project and participate in project evaluations.

F. OTHER ORGANIZATIONS

The role of other organizations assisting CamCCUL meet the goals established in its second five-year plan were determined by the CamCCUL Board of Directors. ACCOSCA, for example, agreed to provide both technical and training support, and volunteer organizations such as the Netherlands Assistance Program for Development (SNV) and the U.S. Peace Corps were willing to provide volunteers to fill fieldworker positions, especially in the expansion areas.

III. PROJECT BACKGROUND

A. History of CamCCUL

CamCCUL was registered in 1968 as a service umbrella organization for 34 registered credit unions with total membership of approximately 4,000 and share/savings of nearly 16 million CFAF. Today, CamCCUL represents 142 registered credit unions and 108 that are as yet unregistered, with overall membership totalling nearly 76,000. These credit unions' combined accumulated share savings exceeds 11 billion CFAF, and loans outstanding are more than 6 billion CFAF. The League has 9 chapters based on geographical location. The majority of its affiliated credit unions are located in the two anglophone provinces of Cameroon, although progress is being made in increasing the number of credit unions in the francophone areas of Cameroon. Current data indicates that of the 76,000 total membership, 12,700 reside in Cameroon's francophone areas.

CamCCUL has its own Board of Directors, which is elected every two years by and from delegates of registered credit unions affiliated to CamCCUL. The 13 (soon to be 14 with West Chapter now approved) Board members meet quarterly, are responsible for hiring the League Manager and establishing League policies and operating guidelines.

The current League President, Honorable Fusi Naamukong, is also a board member of the African Confederation of Cooperative Savings and Credit Associations (ACCOSCA) to which CamCCUL is formally affiliated.

B. WOCCU's Member Relationship with & Assistance to CamCCUL

WOCCU support to CamCCUL first began in 1975 through financial support from USAID for implementation of the *Directed Agricultural Production Credit (DAPC) Project*. Technical assistance provided by the World Council of Credit Unions has continued through Phase II of the Credit Union Development Project which terminated on August 31, 1992.

The World Council of Credit Unions is the international representative organization for credit unions and similar cooperative financial institutions. The members of WOCCU represent more than 70 nations, and has member credit union-related institutions which include seven regional confederations and four free-standing leagues. As noted earlier, CamCCUL is affiliated to ACCOSCA, one of WOCCU's seven member confederations.

C. Relevance to Cameroon's Development Strategy

As highlighted in earlier project evaluation reports and USAID's Country Development Strategy Statement (CDSS) for the period FY 1990-1994, the credit union development project contributes directly to the achievement of several of the GRC's development objectives, which are outlined in its *INDUSTRIAL MASTER PLAN (1988)*, the *DEVELOPMENT STRATEGY STATEMENT (1988)*, and its *SIXTH FIVE YEAR PLAN (1986)*. Specifically, under the Industrial Master Plan, credit unions are seen as helping promote a competitive and efficient private sector, and by supporting an investment policy which eliminates investment criteria overly favoring large-scale projects. Under the GRC's Development Strategy Statement, the credit union movement is clearly supportive of all three major elements, which include (1) a rural credit strategy which calls for special attention to be placed in particular on village savings and loan associations; (2) a communications, transport, urban and housing infrastructure strategy which gives priority to profitable or employment generating activities and increasing the role of the private sector in the provision of housing; and (3) a social strategy which focuses on helping women to adapt to changes. Finally, credit unions help encourage small and medium enterprises which was part of the GRC's sixth five year plan.

IV. CONDITIONS AT PROJECT START

A. Economic and Political Environment

Until 1986 (the year when the unsolicited project proposal was submitted to USAID), Cameroon was one of the few African countries to have achieved constant and steady economic growth. In fact, estimates show that average growth since the late 1970's averaged about 7%. Its economic strength was based on agricultural exports, virtual food self-sufficiency, the exploitation of off-shore oil, and conservative government budgetary policies.

In FY 1986/1987 real GDP fell by 1.7 per cent; it fell again in FY 1987/88 by another 7.9%. This trend continued through 1991; during FY 1988/89, FY 1989/90 and FY 1990/91, real GDP continued to fall by 0.5%, 6.8%, and 4.6%, respectively. This rapid decline was precipitated by the dramatic crash of the world oil market, combined with the sharp appreciation of the CFA franc against the dollar, and falling world market prices for Cameroon's main export crops.

The result of these disturbing developments in 1986/87 placed Cameroon's banking sector, for the first time since 1948, into a deficit position with the BEAC (Banques des Etats de l'Afrique Centrale) area of the Franc Zone to which it belongs. As its cash flow began to dry up, the Cameroon government was forced to withdraw sizeable deposits from commercial banks. At the same time, private companies with government contracts found themselves with ever-extending payment arrears, and were forced to turn to commercial banks for credit. There were also problems with bank loans to finance agricultural cash crops. Credit limits, coupled with complicated procedures for writing off bad loans imposed by the BEAC, created a severe liquidity crisis in the banking sector. By mid-1987, a majority of the commercial banks were technically insolvent, and in 1989 the World Bank estimated the total deficit in the whole banking sector at CFAF 300 - 370 billion.

The real impact of the crisis in the banking sector hit in 1989, when a number of banks were forced to liquidate. Among those liquidated in 1989 were the Société Camerounaise des Banques (SCE), Paribas, the 100% government-owned Cameroon Bank (CamBANK), the agricultural development fund (FONADER), and the national development bank, the Banque Camerounaise du Développement. At the same time the BIAO/Cameroon (Banque Internationale pour l'Afrique Occidentale) remained open, but technically insolvent.

As banks began closing and the economic picture became bleaker, the Cameroonian people openly questioned the adequacy of a one-party political system, which it held responsible for the crisis situation.

The impact on CamCCUL cannot be overstated. In CamBANK alone, almost 50 per cent of its Central Liquidity Facility (CLF), or 1.5 billion CFAF, was blocked. Another 800 million of CLF funds invested in the BIAO became impossible to withdraw. The situation was further exacerbated when the Cameroon Development Corporation (CDC), itself in financial straits, began falling behind on salary deductions to CDC plantation workers' credit unions, all affiliated to CamCCUL. In the third quarter of 1989, the Cameroon Development Corporation was five months in arrears with respect to salary deductions, owing CDC employee credit unions an estimated 800 million CFAF. CDC worker credit unions represent 30% of the total number of CamCCUL's affiliated credit unions, and nearly half of the movement's consolidated assets.

B. Findings and Recommendations of Precommencement Reports

At the request of the CamCCUL Manager, a precommencement report was prepared by each advisor assessing particular aspects of his/her area of work. The primary purpose of these reports are to review existing conditions at the beginning of the project and make observations and recommendations for possible improvement as well as assist the advisors to better understand the project purpose and the role of the principal partners involved in project implementation. All advisors agreed that the idea of a precommencement report helped prepare them better for their advisory positions. Below are the different findings and recommendations of each of the principal advisors.

1. Productive Credit Advisor

a. Principal Findings

- League lending to credit unions was limited;
- Fungibility was significant;
- Loan delinquency was a greater problem than expected;
- Loan collection procedures were inadequate;
- Less than half of the credit unions had written credit policies;
- Collateral requirements were tight, the typical requirement being savings of members and co-makers. Loans in excess of savings were forbidden;
- Farm investment plans were extremely long (seven pages) and were *NOT* being used by the credit unions;

- Most credit unions were involved with both agricultural and business lending.
- The League's 25% Fixed Deposit requirement lowered loan funds availability at the credit union level;
- Growth rates had declined dramatically from those foreseen by the Project Paper.
- Credit unions could not manage an agricultural marketing nor an input supply service.
- Friction between the Ministry of Agriculture and certain credit unions existed.

b. *Principal Recommendations*

- Credit management must be improved;
- Simplified loan investment forms were essential;
- Only voluntary "capitalization" should be required;
- Loan collection procedures must be improved. A loan monitoring system should be developed and serious efforts made to emphasize delinquency reduction;
- League lending to credit unions must be increased;
- A study on the use of collateral in Cameroon was recommended. Training at the credit union level should be conducted;
- Since SFPC credit unions were already heavily involved with business lending, these societies should be brought into the Productive Credit program;
- Selection criteria for the addition of credit unions into the Program must be developed.

2. Education and Training Advisor

a. *Principal Findings*

- Lecture topics had not been developed systematically so that a plan of priority topics was followed. Standardization would assure consistency, continuity, and reliability of the curriculum.
- The E&T department suffered from chronic conflicts in the time priorities of its one officer. The burden of maintaining a full-time credit union supervision requirement along with managing the League's Education and Training function was not workable under the League's structure and manpower allocation.
- There was a lack of program continuity and participant motivation to achieve and measure the progress of learning. There was no recognition/-reward system to support learning growth.
- There was no CamCCUL system for recognizing and encouraging credit union operating progress and standards of excellence.
- There were no microcomputer capabilities within the Training & Education Department, which resulted in reduced productivity and quality of work.
- There was no League-provided credit union orientation package to help new members better understand credit union functions and their own responsibilities.
- The League's Education & Training programs were limited to classroom seminars/workshops of 3-4 months per year.
- There was little information available about past participants in education & training programs. There was no consistent assessment of learning results.
- Audio-Visual equipment was underutilized. Other modern teaching aids were not available.
- League office training/education facilities required modification.
- The League's learning resources (books, programs, audio-visuals, and reference materials) were not organized for easy use and protection against damage.
- Radio broadcasts were an underutilized media resource which had vast potential for the League.

- There was no high-speed duplicating capability for reproducing audio-cassettes to support a "distance education" pilot program.
- In-country education/training support resources had not been identified or evaluated.
- Not all League educational/materials were bilingual and there was no planned publication and distribution program.
- The League newsletter ("News & Views") was weak, irregular, of low production quality, and printed only in English.
- Poster development was haphazard and unplanned; Posters were not widely distributed nor displayed in the credit unions.

b. *Principal Recommendations:*

- Review and reorganize all current materials;
- Develop a modular-based curriculum with flexible, multi-media and multi-method options for each major topic;
- Assemble "Content Expert Task Forces" from the CamCCUL Staff to edit and regularly update the program and prepare examinations; provide quality control and oversee course evaluation and revisions.
- Increase the amount of time available for the Education & Training Officer to focus his work exclusively to E&T tasks, based on a revised job description.
- Separate the Promotion & Marketing function into a segregated, but related responsibility.
- Create a Matrix E&T Team concept (similar to the Productive Credit model).
- Hire a Francophone E&T Assistant Officer.
- Investigate the feasibility of using expatriate volunteers (Peace Corps, Dutch SNV, etc.) to serve in Education & Training assignments on special project development (such as training module development, visual aid production, scripting, etc.).

- The League should be careful to guard against any implied endorsement of participants achieving a "certificate" in any courses offered by the League. There is a real opportunity for the League to formalize much of its training programs through the added educational resources gained from the Project. Steady growth and recognition of learning achievement is an essential part of any institutional learning. Feedback of results is well-known as the single-most important factor in performance and skill improvement. The following steps can help:
 - Implement progressive standardized testing;
 - Introduce reward reinforcement approaches to classroom training;
 - Develop competency exams for bookkeepers, including both practical and procedural knowledge/skills;
 - Reorganize and group materials and programs in progressive sequences (building-block fashion)
 - Establish a series of "Certificate" programs to build professionalism at every level of credit union operations.
- Further intensify training in calculation and understanding of Minimum Operating Standards (MOS).
- Initiate an awards/recognition program with regular publicity in the League's newsletter to create healthy competition among individual credit unions. This could evolve into "credit union-of-the-Year" award for several achievement categories.
- Raise member expectations of their credit union in terms of performance and delivery of services.
- The E&T Officer and other senior staff must become competent in Wordperfect, Lotus 123, and other specialized software to increase productivity and allow growth of services.
- The League should develop computer literacy and technical self-sufficiency to sustain and maintain its computer equipment.
- The League should develop several member education formats (posters, brochures, videos, etc.) to improve members' understanding of their credit union, its operations and services, democratic principles, their

rights and responsibilities as members, and what they should expect of their elected leaders .

- Extend the seminar season to a year-round program through implementing "Distance Education" techniques and radio programs. Audio-cassette-supported workbooks for basic credit union curriculum topics should be developed to begin this process of year-round programming.
- Develop an Education & Training Data Base system for tracking, analyzing, and evaluating participants in all League-sponsored programs.
- Improve E&T skills to better utilize available, in-house audio-visual equipment. Add other appropriate equipment, such as flip-chart easels, to improve classroom teaching techniques.
- Modify one of the League offices to eliminate dust and reduce noise, and equip it as a learning center for audio-visual based instruction and production.
- Establish a League Education & Training Learning Resource Library in a single room. Collect and consolidate materials. Train a staff member to be librarian.
- Expand the use of radio programming--to improve member education, promotion, and public relations. Add French language programs in the other provincial centers--e.g., Bafoussam, Buea, and Douala. Improve the planning and quality of programs, as well as develop a script file of all programs for later use in member education and promotion.
- Purchase audio-cassette production equipment and support materials.
- Survey in-country education/training support resources. This could include guest lecturers, university officials, government agencies, private organizations, short-term consultants, etc., who could be hired to improve League education and training efforts.
- Begin immediately to produce *ALL* programs, forms, and media-support materials in French and English. Also, "Pidgin English" should be more freely used for member-level educational programs/materials.)
- Initiate improvements in the League's newsletter. The following suggestions were made:
 - enhance graphic quality, improve content, and use photos.

- be more creative in content design by developing crossword puzzles, member education games, etc.)
- have monthly recognition of regional chapters and individual credit unions;
- more staff should write articles;
- broaden its circulation/distribution;
- Improve its quality by establishing an editorial committee;
- Introduce desktop publishing software to improve both quality and graphics;
- Develop a plan for poster development and distribution, to assure a balance of ideas presented through posters. For example, to improve the marketing/promotion of the newer services (e.g., productive credit, risk management) make a plan to produce a series of posters within a certain schedule. Assure that distribution occurs timely.

3. Management Advisor and Chief of Party

The Management Advisor was requested by the League Manager not only to recommend specific actions for achieving project goals, but also to address areas in the second five-year plan and project document which might require revision.

a. Principal findings

- CamCCUL staff were highly dedicated and professional in their work habits and commitment to the credit union ideal.
- CamCCUL staff, its Board of Directors, and members were good promoters of credit unions. They understood and promoted "democratic control" of credit unions, which is one of the most important cooperative principles and the one that has been frequently abused in many countries hoping to develop cooperatives. CamCCUL sets an excellent example for other types of cooperatives not only in Cameroon but in other African countries as well.
- CamCCUL and its affiliates were continuing to meet the financial demands of members at a time when most other financial institutions were collapsing. (1988)

- CamCCUL and its project partners should be careful in monitoring project progress. Indicators measured by numbers and percentages are only one means of judging progress. They must also strive for quality.
- The quality of promotional campaigns needs improvement if the credit union movement is to expand successfully into other areas of Cameroon.
- Measuring quality requires sound and timely information. While statistical information is included in reports required from fieldworkers, the data processing system at CamCCUL needs refinement so that management can have better and more timely information for making sounder business decisions.

b. *Principal Recommendations*

- It should be made clear that the advisory team is only here to advise. CamCCUL and the advisory team must decide together what essential actions should be taken to achieve project targets.
- Immediate action should be taken to recruit and hire a bilingual Administrative Assistant, and a bilingual Assistant Training Officer. Both positions are critical for successful project implementation. The hiring of an Administrative Assistant would allow better use of time by both the Management Advisor and the League Manager. Given limited human resources coupled with the normal CamCCUL workload, an Assistant Training Officer should be hired immediately if project targets are to be reached.
- Also in the area of education, training and promotion, League management should consider relieving the Education and Training Officer of promotion and marketing duties.
- The League should consider creating the position of a "full-time" Management Information Specialist (MIS). Ideally, a CamCCUL employee familiar with the League's computer facilities should be selected to fill this position and then, through project funding, be given specialized training either in Cameroon, another African country, or the U.S.
- A detailed analysis of how expatriate volunteers can best assist CamCCUL should be undertaken.
- Although economic conditions in Cameroon have changed since the League Board wrote the second five-year plan and the project was designed, the timing was right for geographical expansion. In fact, in light of the

problems other financial institutions in Cameroon were facing at the time, credit unions would prove to be a more attractive alternative for people in both the urban and rural sectors. A successful expansion effort would require promoters to be trained and additional promotional packages to be developed. Project goals, however, should not be to increase credit union numbers solely for the purpose of showing quantitatively that project targets have been reached.

- CamCCUL should study the possibility of implementing an incentive system for its employees.
- When the timing is appropriate, the League should consider bringing in an expert consultant on cooperative law to help finalize legislation with the supervisory ministry.
- CamCCUL should conduct a study to compare the coverage offered by its insurance program with the coverage offered by other Cameroon-based insurance companies. Conclusions should be reviewed by the League Board and circulated to League affiliates in a prepared brochure outlining the advantages of CamCCUL's risk management program.
- CamCCUL must resolve the issue of reinsurance. The premiums that the League receives more than covers its claims. However, if the situation were to be reversed, League assets would be put at jeopardy.
- CamCCUL's Board and management should work closely with the Board and management of CDC credit unions to open appropriate channels of communication with CDC administration to resolve the issue of late payment of salary deductions from CDC employees to their credit unions.
- The second five-year plan should be reviewed in detail biannually by the League Board and management.
- CamCCUL should consider combining its SFPC and PC (Production Credit) Programs by simply calling the ensemble "Productive Credit" (still "PC").
- CamCCUL should consider creating separate departments for (1) promotion and marketing; and (2) education & training.
- CamCCUL should continue to investigate new financial services for its members.

- CamCCUL should continue to explore ways to improve the efficiency of its Central Liquidity Facility. Particularly, the League should find ways to increase the percentage of CLF funds lent to member credit unions.
- CamCCUL should educate credit committees and bookkeepers/managers on the drawbacks of rescheduling loans and the proper method of handling these "rollover loans".
- Drastic changes in the project agreement are not recommended except after consultation with all project participants. This would result in an amendment of the grant agreement at the consent of the donor agency.
- The advisors role should change in time from consulting and modeling to monitoring and coaching events conducted by CamCCUL staff and providing them with continued support.

C. Basic Statistics

The graphs shown below indicate the rapid rate at which the movement was growing just before the project started and at its beginning.

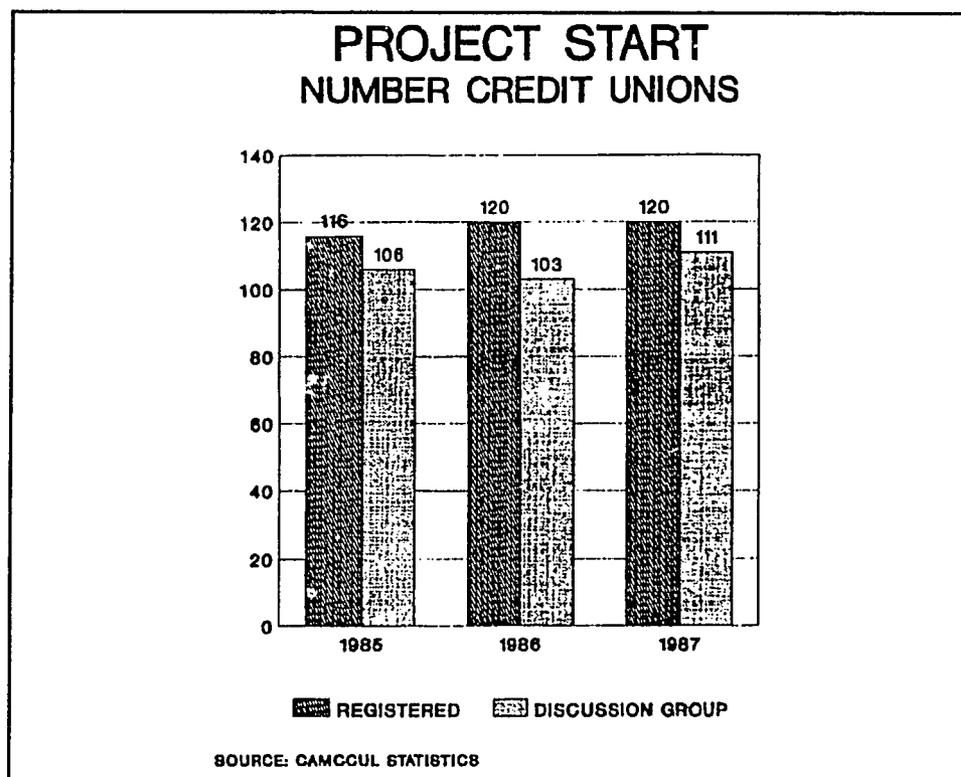


Figure 2

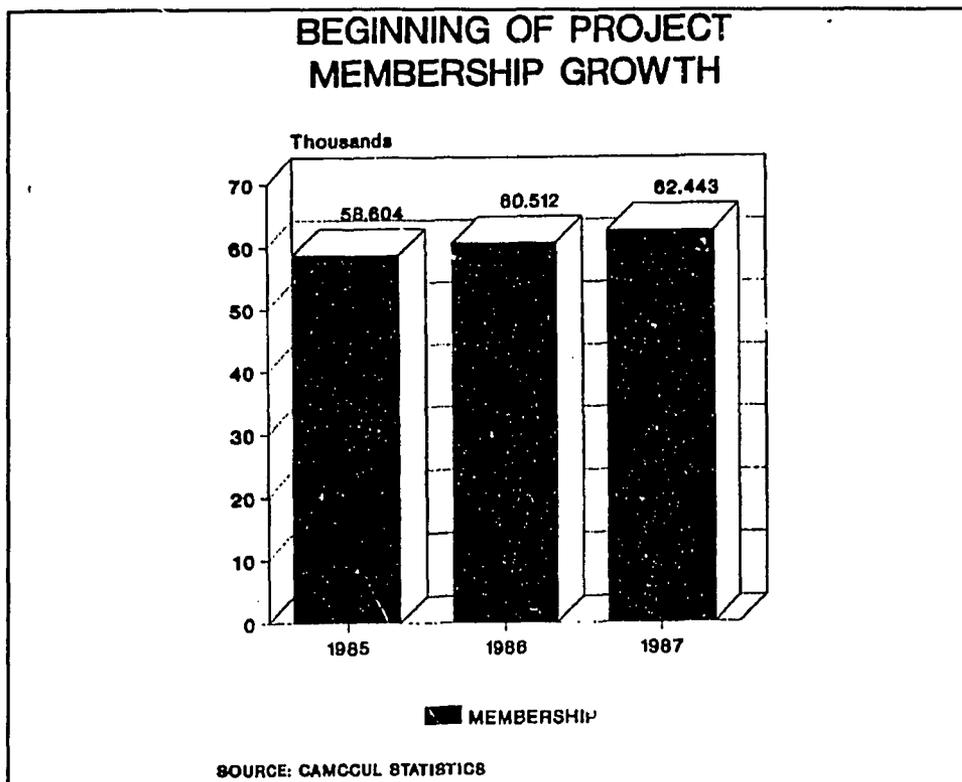


Figure 3

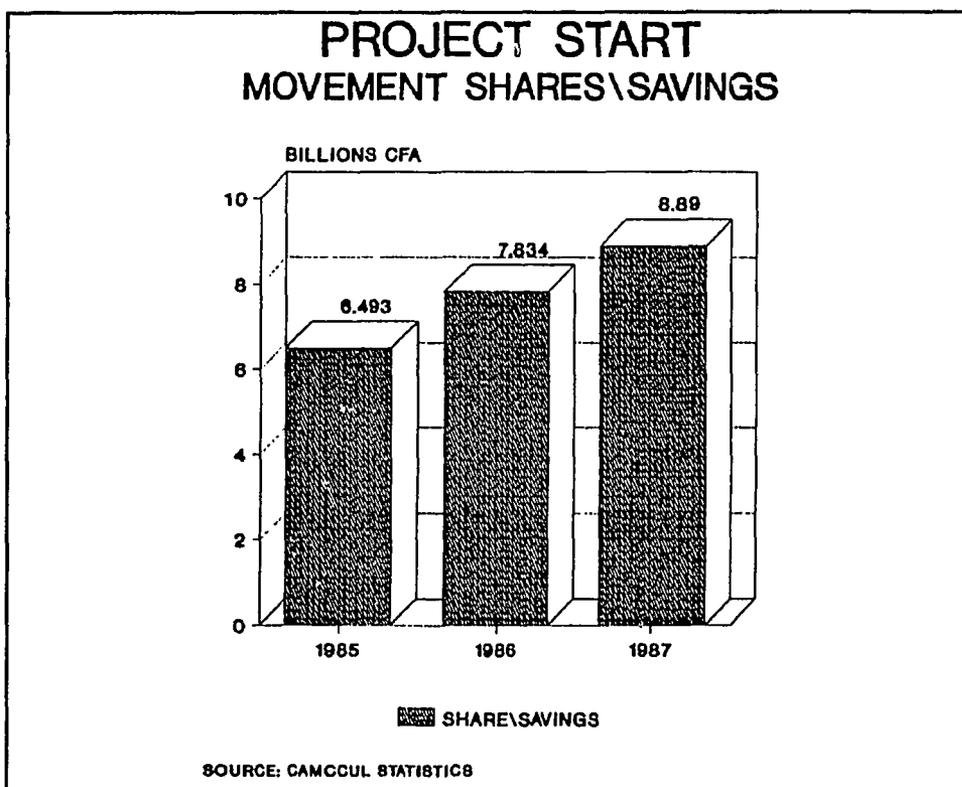


Figure 4

V. PROJECT MONITORING AND EVALUATIONS

Under this operational program grant, the World Council of Credit Unions, as grantee, was responsible for managing project implementation and backstopping field advisors. At project start, reporting requirements were agreed upon with the CCA and USAID. Quarterly progress reports were submitted to update all partners on project activities.

Also, the credit union project was evaluated on three separate occasions; in September, 1988, DAI evaluated CamCCUL under the AID/W funded "*Microenterprise Stock-taking:Cameroon Field Assessment.*" After more than a two-year delay, a second assessment was conducted by a two man team fielded by WOCCU and CCA in November, 1991. Initially, a full-blown evaluation was being planned with WOCCU, USAID, and CCA all participating. However, USAID decided to conduct an independent evaluation and fielded a four-person team in April, 1992.

VII. PROJECT IMPLEMENTATION

A. Staffing

1. WOCCU Advisory Team/Consultants

The provision of WOCCU technical assistance, as noted in earlier evaluations, was never implemented as scheduled; the first Chief of Party left after 3 months in Cameroon and was replaced 5 months later. Also, the first Education and Training Advisor who came to Cameroon had to be replaced because of personal problems. The second Education and Training Advisor arrived in November, 1989. The Productive Credit Advisor remained over the full five year period, initially planned for three years, providing effective continuity between project advisors. Furthermore, the actual signing of the project agreement by the Government of Cameroon was delayed seven months thus ruling out the possibility of WOCCU assistance continuing without interruption from Phase I to Phase II. More than a full year passed after the project proposal was approved before the first WOCCU technician arrived.

Over the life of the Phase II project, WOCCU fielded two short-term consultants--a legislative consultant, Gaston Veillet, and a Productive Credit Consultant, Michel Gingras. Both consultants were allowed leave of absences from their Canadian-based credit union organizations to work with WOCCU during CY 1990. Also, WOCCU's second Phase II project manager for Cameroon, Mr. Chet Aeschliman, spent several weeks on each of his project monitoring visits since 1990 assisting the League to develop a computerized data base for its management information system, and providing valuable training and advice to the League Board of Directors, e.g., how to determine break-even interest rates on loans.

2. CamCCUL

CamCCUL staffing patterns during the project life reflected its real desire to implement project objectives. All advisors had Cameroonian counterparts with whom they shared experience and advice. With the exception of a bilingual Assistant Education and Training Officer and four bilingual field inspectors for eventual placement in the francophone expansion zones (actually hired on probationary basis but later released either because of their inability to meet performance standards or resignation for personal reasons), CamCCUL fielded the planned additional staff for project implementation. At project start, the Assistant Risk Management Officer was not bilingual and CamCCUL decided against filing for project reimbursement, but instead paid from their own staff budget. Later, while in Canada on a nine month training program sponsored by the Canadian Cooperative Association, the Assistant Risk Management Advisor spent his free time learning both written and spoken French.

A major plus for the project advisors was the hiring of a Cameroonian project assistant, who tackled many daily time-consuming tasks which would have otherwise interrupted advisors' planned work activities. Totally bilingual, the project assistant efficiently handled everything ranging from vehicle purchase and maintenance, to customs clearance in Douala of both project equipment and the advisors' personal effects. He worked overtime without hesitation and proved a valuable companion during the turbulent political period in 1991 when travel was risky.

B. Communications

1. Workweek

A major advantage for the advisors was the League's 5 1/2 day workweek. This allowed a faster work pace, more consistent working contacts, as well as more effective follow-up on work plans. Most credit unions, particularly the rural ones, conduct their business on weekends, so the League's fieldworkers are generally "on duty" at least 6 days, and often 7 days a week.

2. Professional Office Environment

The League Manager modeled in both appearance and comportment a professional expectation for all staff, including advisors who were easily assimilated into the office culture. In this financial institution, men wore neckties and jackets, with women staff dressed usually in modest office western-style dress. Starting and office closing times were strictly observed. In fact, the office discipline was very near to that observed in developed countries.

3. Management Style

The first League Manager under the project, Mr. Ndofor, exercised a high level of personal involvement, control, and contact with the League staff. Effectively, the organization was the Manager with every staff member reporting directly. Although this may have had favorable early results, especially in control and communication, as the League grew in both assets and staff size it became more complex. No longer was it easy for the Manager to see and know in "real time" everything that went on. There was a need for change.

The present League Manager, while maintaining a similar highly personal style, especially in his early months on the job, did so to develop an understanding of the headquarters organization. To the credit of the former manager's staff development strategy, the new manager quickly learned how things worked, what processes and procedures were in place, evaluated staff capabilities, etc.

From this evolved a significant reorganization of CamCCUL within the month of June, 1992, whereby the Manager now manages through his functional department heads. By creating this one additional level he accomplished in one stroke a

reorientation for every staff member. Now he can hold individual supervisors accountable for the major work activities, who can themselves now monitor the detailed work of every staff member. These advantages of closer, specialized supervision have reinvigorated the staff.

The League is poised to focus on closely coordinated work plans in all its important services. Through delegation, the present Manager has shared responsibility and accountability as well as sown the seeds for his own successor to emerge at some future time.

4. Communications Hardware

The League has a working telephone and recently purchased a fax machine (an additional telephone line has been requested). Personal computers are now generally available throughout the office, with the MIS-oriented hardware installed in a separate computer center.

Electrical service is often interrupted and surges have been experienced, sometimes severely. (Two or three surge protectors have burned out while protecting the computers). The wiring in the office has proved to be substandard for the needs of electronic equipment. The problems have been only partially alleviated; complete rewiring needs to be arranged. Uninterruptable power supplies have been effective, but low voltage conditions have caused some problems with their proper functioning on occasion.

5. Advisors' Working Relationships With Counterpart Staff

Each WOCCU Advisor established effective rapport with his principal working partner. In fact, this is a primary requirement of all who would work in development projects. Each advisor had his own personal style for building excellent working relationships with all CamCCUL staff.

The Advisors are unanimous in their opinion that the level of skill, experience, and communications ability of the CamCCUL staff is exceptional because of long-term employment possibilities, the training and coaching offered by past project advisors, and the League Manager's interest in their professional development. The staff is uniformly eager to accept counsel, advice, and engage in constructive debate on credit union matters at all levels.

6. Advisory Team Relationships

Each of the three WOCCU advisors had clear functional responsibilities, yet were usually well-informed of and supportive of each other's work plans/progress. Personal differences were infrequent and usually irrelevant to professional performance and accomplishments. The COP's management style was to allow each advisor to exercise high control of his own work plans without close supervision.

7. Languages

Although all three Advisors were initially required to be able to work in French, the Cameroon credit union movement has historically been a largely anglophone organization.

The original project design assumed that francophone expansion was simply a matter of logistics and did not consider the resistance to change within CamCCUL. We feel that by EOP, the League Board has taken a serious decision to open up its planning for a francophone zone expansion and will commit resources to it.

It should be noted here that "Pidgin English" is very often a common, unifying language used by the rural population of all ethnic groups, and is a significant factor in rural credit union development and education. (The project design never mentioned pidgin as a working consideration). Two of the Advisors received formal pidgin instruction and developed basic communications skills in it.

8. Work Plans

Each Advisor developed, with his counterpart, annual work plans based on project log frame requirements and League plans. These were reviewed and consolidated by the COP and approved by him and the League Manager. Quarterly reports were made, noting progress and any exceptions occurring.

Advisors were careful not to assume operational authority or responsibility for any League functions. The League Manager(s) had regular and frequent consultations with each advisor and the team.

In mid-1991 the advisory team implemented a strategy of progressive disengagement with their principals to assure their technical independence. We feel this was very successful, resulting in a period of observation, reflection, and personal coaching to influence more general concerns of counterparts.

VII. PROJECT OBJECTIVES

The ten project as stated in the project agreement and the project proposal are as follows:

- Objective # 1: Expand and improve the training function of the League.
- Objective # 2: Expand and improve the promotion and membership education function of the League.
- Objective # 3: Enhance the operation of CamCCUL's Central Liquidity Facility.
- Objective # 4: Expand the cooperative savings and credit institution idea into new areas of Cameroon.
- Objective # 5: Promote and expand the use of productive credit.
- Objective # 6: Improve the quality of League supervision of credit unions through better audits and control.
- Objective # 7: Improve the planning function in the credit union movement in Cameroon.
- Objective # 8: Expand the risk management program.
- Objective # 9: Decentralize the League's operations to provide more concentration at regional levels.
- Objective # 10: Provide credit unions with shared management services.

VIII. OBJECTIVES: PROBLEMS, ACCOMPLISHMENTS, AND COMMENTS

This section has been prepared by the advisors to assess and comment on the "qualitative" achievements of the project relative to the different objectives. It does not attempt to reflect on "quantitative" measurements which have been addressed in the two earlier evaluations conducted by WOCCU/CCA and USAID.

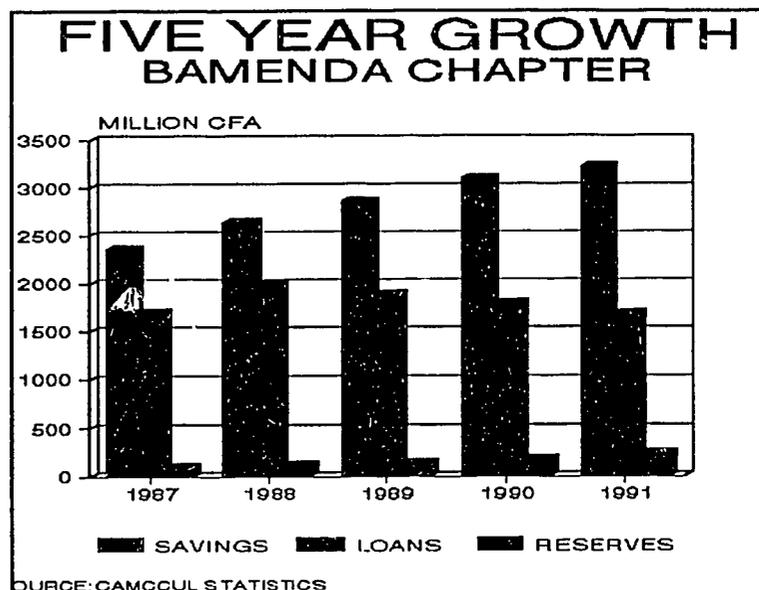


Figure 5

A. OBJECTIVE No. 1: Expand and improve the training function of the League.

Problem:

CamCCUL's previous training efforts led to little skill improvement because they were based not on *doing*, but rather on lectures by personnel frequently not well-versed in the subject matter.

Accomplishments:

1. All the E/T Advisor's recommendations made in his Pre-Commencement Report were accepted by the League Manager.

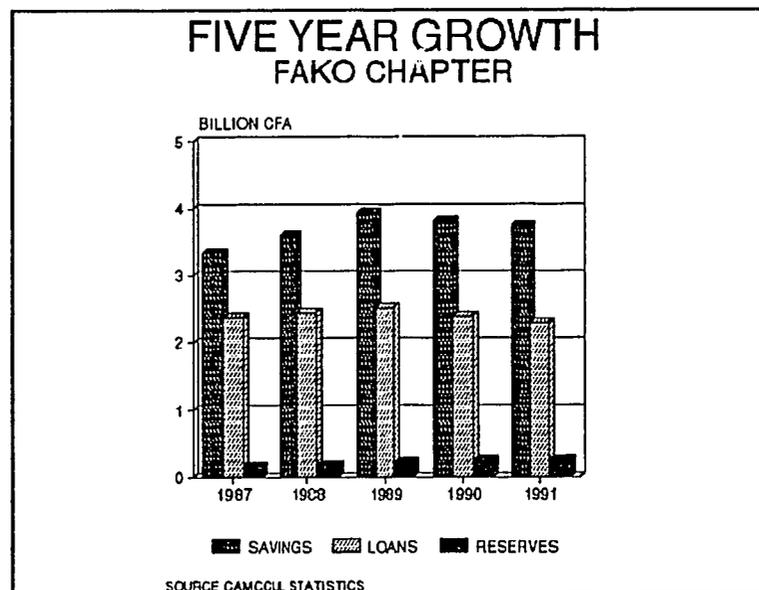


Figure 6

2. Re-focused and re-defined the Education/Training Officer's job to properly allocate teacher/trainer responsibility among all senior staff. This effectively changed the job, eliminating the need for the E/T Officer to be perceived as the "master" (best) trainer by his peers.

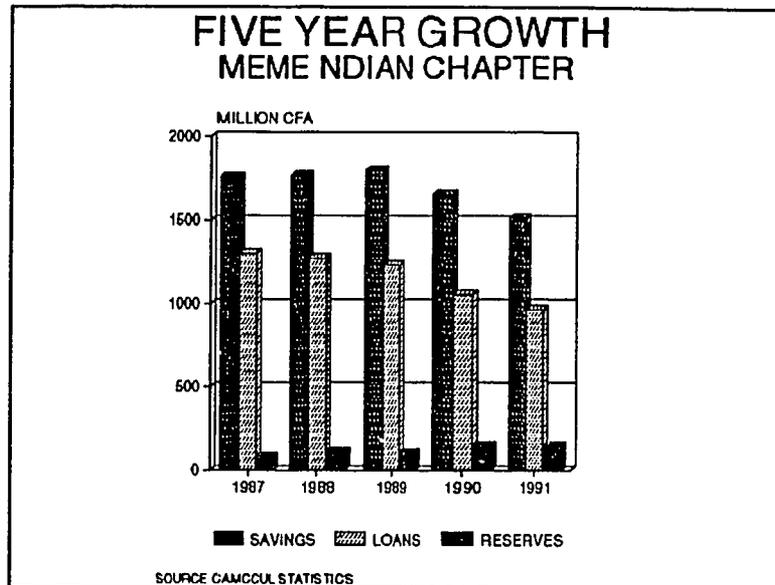


Figure 7

3. Introduced a Train-the-Trainers program adapting a published model to the local situation; and established Preparation Workshops as part of the League's routine training activity.

4. Introduced use of "recognition-reward" (reinforcement) to improve classroom training and small group dynamics.

5. Of 10 senior staff, 8 have demonstrated significant growth in using new training techniques. Of the 8, at least 3 could succeed to the E/T Officer's position if called upon.

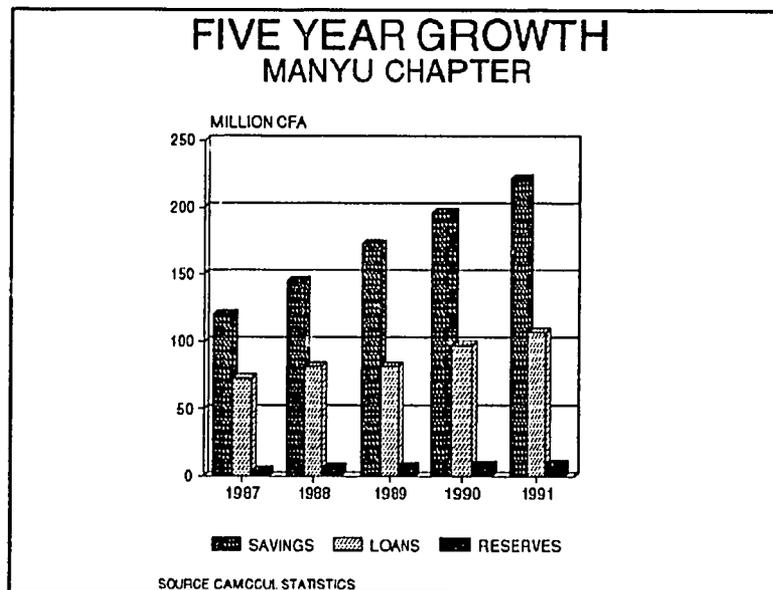


Figure 8

6. The E/T Officer is significantly more effective and has improved both his knowledge and his skills. (See previous comments)

B. OBJECTIVE No. 2: Expand and improve the promotion and membership education function of the League.

Problem: A decision was taken that this objective rests with the local credit union, rather than with the League as originally planned, because of limited personnel resources. Specifically the credit union

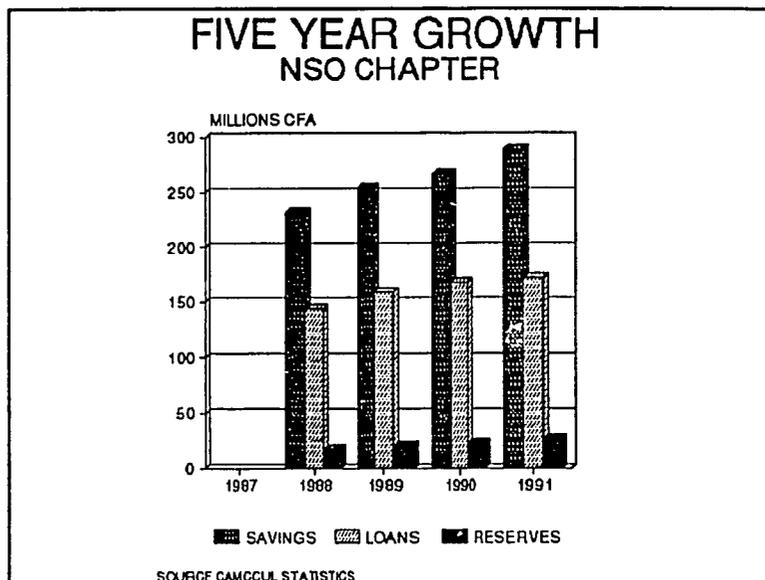


Figure 9

education committee was chosen as the most appropriate avenue for credit union promotion and education in their areas. The League determined to work through this committee through improving their capabilities.

Accomplishments

1. Radio programming was greatly expanded (see Logframe Output chart)
2. League Newsletter was published in bilingual format for the first time.
3. Credit union education committees received special training from the League.

C. OBJECTIVE No. 3: Enhance the operation of CamCCUL's Central Liquidity Facility.

Problem: The CamCCUL CLF investment portfolio consisted almost entirely of short- and medium-term cash deposits with commercial banks. The near total collapse of Cameroon's commercial banking sector in 1989 threatened CamCCUL's very survival.

Accomplishments:

Positive intervention on the part of the USAID Mission Director, the WOCCU/Madison Office, and the World Bank helped CamCCUL recover 100% of its principal in the defunct Cameroon Bank

(CamBANK). Also, the merger of Meridien Bank with BIAO/Cameroon (1990), SCB with Credit Lyonnaise (1989), and Standard Chartered with BCC/Cameroon (1992) allowed CamCCUL access to CLF funds which for a time were "frozen" at these technically-insolvent banks.

Comment: CamCCUL still relies too heavily on the commercial banking sector as an investment strategy. The new League Manager is aware of the need to lend more CLF funds to credit unions. WOCCU has recommended a "brain trust" consultancy team to review the League's investment strategy and develop alternative approaches which will serve to better safeguard member deposits. Immediate action is suggested.

D. OBJECTIVE No. 4: Expand the credit union idea into new areas of Cameroon.

Problem: This is a marketing and public relations objective that was not clearly defined in the project design. However, the League has accepted that marketing and promotion is a separate specialty function.

Accomplishments:

1. Designed and published the "Credit Union Game" to teach secondary school children and credit union members the basic concepts and practices of credit unions.
2. Developed "Economic Teacher Briefing Sessions" to begin to illustrate how to teach credit union principles in secondary schools. This can meet the long-term important goal of building a younger membership base.
3. Conducted a preliminary Douala Market Survey and developed a "Target Douala" credit union promotion proposal.
4. Published and distributed several brochures (English/French) to inform and educate the general public about credit unions.
5. Trained League Staff in promotion techniques.

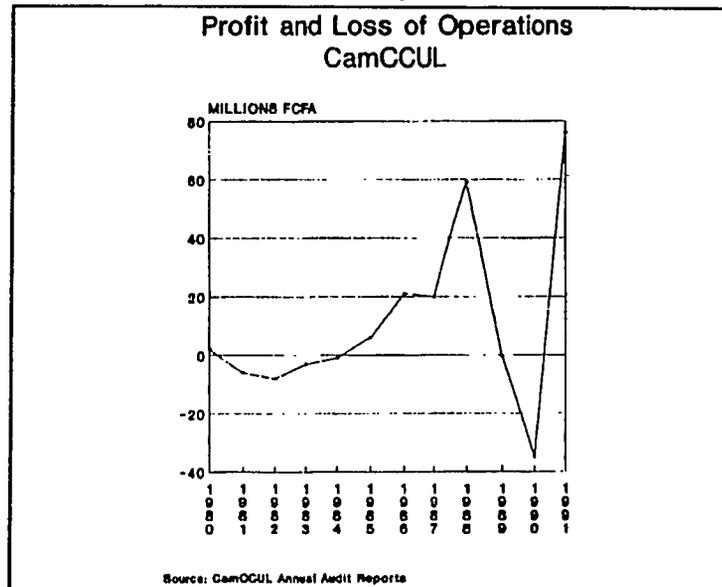


Figure 10

E. OBJECTIVE No. 5:

Promote and expand the use of productive credit.

The single most important recommendation made in the P C A d v i s o r ' s P r e c o m m e n c e m e n t Assessment Report was the need to improve the credit management in credit unions. It is common in many development projects to focus attention primarily on loan granting, while leaving institutional development of the credit agencies as secondary issues. This has doomed many credit projects.

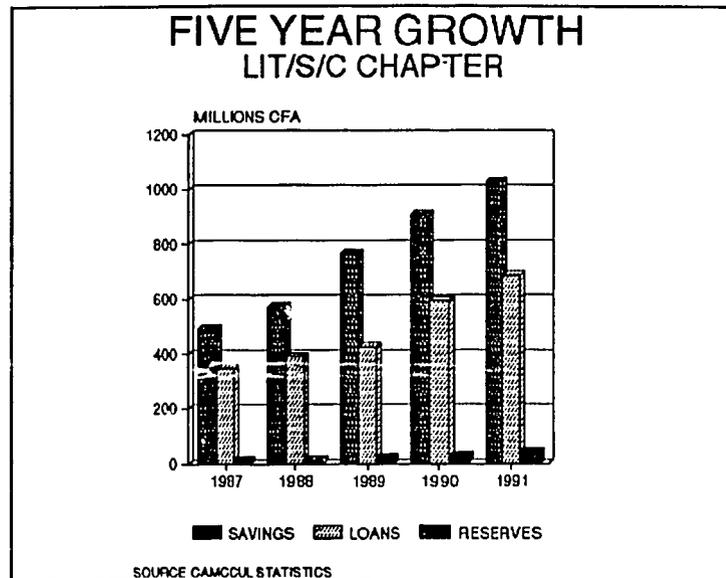


Figure 11

This issue was addressed directly during Phase II. The primary focus was not the amount of loans granted, but rather on the improvement of loan granting and collection procedures.

Problem: Less than half of the SFPC credit unions had a defined and written credit policy at start-of-project.

Accomplishment:

At the end of the project, all credit unions had adopted their own policies and were using them to grant loans. Training on the use and importance of the credit policy was also provided.

Comment: It is a positive point that the credit unions are using credit policies. However, one of the criticisms of the Productive Credit Program was its failure to loosen these policies. Resistance to change is sometimes very strong. Discussions were held at all levels of the movement on this issue, but change was undesirable. No change occurred.

Problem: Many credit committees were not meeting regularly, minutes were not kept, and many committee members were unfamiliar with their duties and responsibilities, especially as related to the Productive Credit Program.

Accomplishment:

The PC Department designed annual training programs to train the committees on their responsibilities, concentrating on loan analysis and granting procedures. In addition, field visits were made to participating credit unions to provide on-site training and assistance. A model format for minutes was developed and distributed to credit unions.

Problem: Credit unions in Cameroon use a standard loan application form, which is sold by CamCCUL. It is simple and reasonably well-understood by the members, but improper completion of the forms was observed.

Accomplishment:

During training sessions and visits to credit unions, continued emphasis was made on the proper completion of these forms. The unions have made significant progress, although a few problems continue to exist.

Problem: The seven page loan analysis forms designed during Phase I were not being used by the credit unions.

Accomplishments:

One of Phase II's planned outputs was to introduce simpler forms. The project produced two single page analysis forms, one for agricultural loans and one for business loans.

A guide, in French and English, was produced and extensive training on the proper completion of these forms was conducted.

The result, however, was not positive. The credit unions refused to use the forms for loan analysis. Efforts to train the credit unions on the use of these forms were discontinued.

Comment: Credit unions, their staff, and the members are unwilling to complete these forms for several reasons, the principal one being:

- 1) The "Productive Credit" credit unions operate with essentially the same credit policies as the non-PC credit unions. Loan amounts are essentially limited to three times savings, with the requirement of a comaker with enough unencumbered savings for any amount above the savings of the borrower.

Members, therefore, were unwilling to exert efforts to complete a "PC form" when it was not necessary to do so for other types of loans. To avoid membership falsification of loan purpose, the credit unions did not demand that the forms be completed.

- 2) Another reason was that members do not want others to know the particulars about their business, and there is fear that taxation authorities might obtain the information and use it to increase their taxes.
- 3) A third, and important reason, is that most farmers and business people do not kept records. It is therefore very difficult to provide the necessary information.

Problem: Loan Delinquency was a highly underrated problem in the project design. Although loans represented approximately 56% of the assets of the credit unions, the system of monitoring loans was weak.

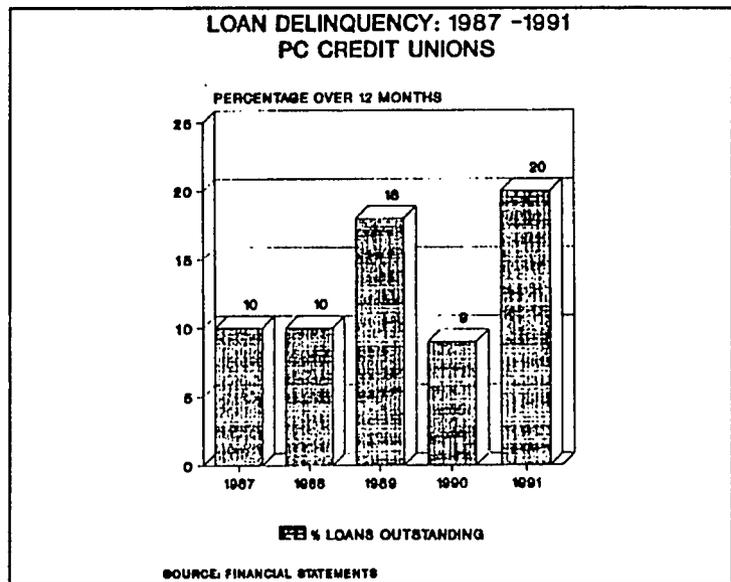


Figure 12

Accomplishment:

A Loan Monitoring system was developed and training provided to PC program credit unions' staff. Most credit unions have formally adopted the system. It is expected that, with continuous follow up by the fieldworker, all credit unions will adopt the system.

Problem: Credit unions did not have systematic collection programs. Collection was done on a reactionary level, and only after the loans had become seriously delinquent.

Accomplishment:

A model Collection Policy and Collection Guide was designed with the participation of the entire CamCCUL staff.

Problem: CamCCUL had no knowledge of the extent of the delinquency problem. Records were not kept at the League level and inadequate attention to the problem was given.

Accomplishment:

The Productive Credit Department, during their regular visits to participating credit unions, collected statistics on loan delinquency. This information was analyzed and presented to CamCCUL to enable them to understand the extent of the danger. The project agreement estimated loan delinquency of the SFPC credit unions to be 17%. The credit unions initially reported delinquency in 1986 to be 25%. With the implementation of the monitoring system, the delinquency picture deteriorated, rising to 33% in 1990.

TABLE 1

**Overall Loan Delinquency in
PC Credit Unions:
Percentage Over Two Months Late**

YEAR	DELINQUENCY OVER 2 MONTHS
1987	25%
1988	26%
1989	33%
1990	33%
1991	32%

Problem: Inadequate Bad Debt Provisions.

Accomplishment:

After several years of reporting on the seriousness of the delinquency problem in credit unions, the League in 1991 adopted a reserve policy. Over a period of four years, credit unions were required to have bad debt reserves equal to 100% of "uncovered" loans which are delinquent over 12 months. Action was taken during the 1991 audit season to implement this policy.

Problem: The comaker, or loan guarantor, is the principal type of loan collateral, after the savings of the borrower. Losses were incurred because a management system was not in place to monitor this type of secured loan.

Accomplishment:

A comaker register was designed and training provided to the credit unions on the use of this type of monitoring system.

Problem:

Land titles, building plans, post-dated cheques, and personal property were being accepted by credit unions as security. In most cases, this collateral was not legally valid and loans with this security were becoming delinquent at an accelerating rate.

Accomplishment:

A study of mortgage lending in Cameroon was completed and distributed to the credit unions. Steps necessary to perfect a real estate mortgage were described and foreclosure procedures reviewed.

Because of an inactive real estate market, high costs of obtaining a mortgage, a weak legal system, and staff training requirements, it was advised that credit unions avoid the use of real estate as loan security.

Note:

The Project Paper planned that three Productive Credit Seminars be held. Six week long seminars were successfully completed. The following are the subjects taught during these seminars:

Table 2
Productive Credit Courses Held

Course No.	Subjects	1988	1989	1990
1	Introduction to Productive Credit	✓	✓	✓
2	Loan Policy	✓	✓	✓
3	Loan Granting Procedures	✓	✓	✓
4	Loan Evaluation	✓	✓	✓
5	Central Finance	✓		
6	INADES Formation	✓		
7	Financial Management	✓		✓
8	Loan Delinquency Control	✓	✓	✓
9	Goal Setting	✓	✓	
10	Co-Maker Register		✓	
11	Promotion of S&ME		✓	✓
12	Bookkeeping for S&ME		✓	✓
13	Collateral Lending			✓

Evaluations were made following the seminars. The participants found most of the courses to be useful and indicated a strong desire to take what they had learned and apply it in their respective credit unions.

Additional training was planned in 1991 but was not possible because of the social and political unrest prevalent in the country at the time.

In addition to the training provided by the Productive Credit Department, the Department played an active and vital role in the selection of topic areas and themes for the overall credit union training programs. This is evidenced by the adoption of the suggested theme, "Back to the Basics", during which basic, needed, and relevant courses were provided to the credit unions.

Problem: The statistical section of the Productive Credit Department and the League was very weak. Only limited information was available.

Accomplishments:

As a first step, a system was developed to collect selected information from the credit unions. The following types of information were collected during each visit:

1. General Information: Membership, office, staff;
2. Loans Granted by Purpose;
3. Loan Granting Procedures;
4. Loan Delinquency;
5. Collection Activities;
6. Management;
7. Principal Financial & Statistical Report Parameters.

A Lotus spreadsheet was made of selected financial data. Reports containing the information and numerous graphs were produced following each visit to the credit unions.

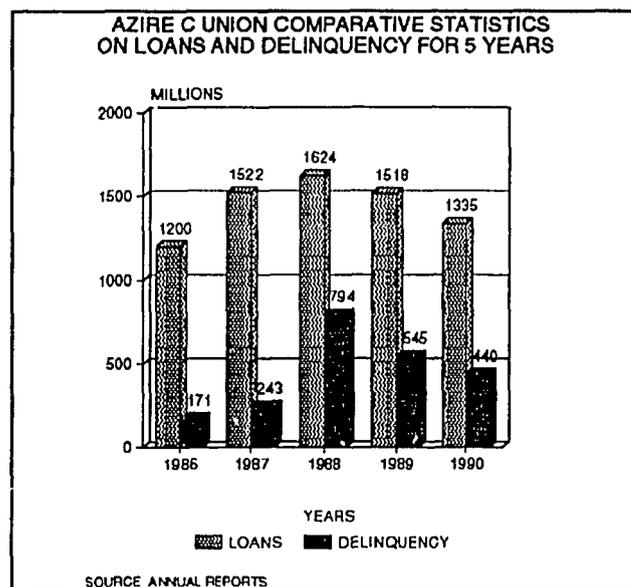


Figure 13

Using these reports, the activities and progress of the credit unions could be monitored. These are the first reports which provided an overall picture of the positions of the credit unions.

This information was not accepted easily. The League management was particularly surprised to learn that in 1989, for example, the loan delinquency of the PC credit unions was 33%, with 16% over 12 months delinquent. Although the results were not pleasing to CamCCUL, the

Productive Credit Department continued to generate its reports in order to obtain objective information about credit unions' status.

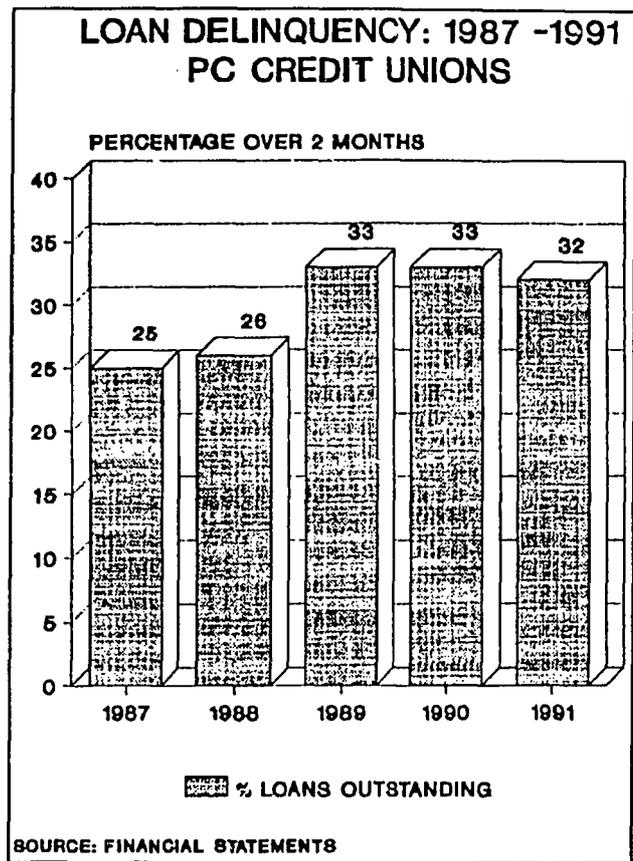


Figure 14

F. Objective No. 6 Improve the quality of League supervision of credit unions through better audits and control.

Problem: A critical problem that existed at Project Start was the lack of information regarding credit unions' operations, financial position, and performance. Although audits were being conducted by the League fieldworkers, there was limited review and no processing, tabulation or analysis of the data.

Accomplishments:

- 1) Regular statistical reports were generated by the Productive Credit Department;
- 2) Data for 132 audits for the year 1988 were entered into a Lotus spreadsheet. A report containing movement and chapter summaries was generated;
- 3) Data for 171 audits for the year 1989 were entered into a Lotus spreadsheet. A report containing movement and chapter summaries was generated;

- 4) Data for 150 audits for the year 1990 were entered into a Lotus spreadsheet. A report containing movement and chapter summaries was generated;
- 5) A credit union data base is being built. Annual audit reports are being entered. In addition, financial statements will be entered on a quarterly basis.
- 6) A control system for the receipt of monthly financial statements was instituted;
- 7) A comprehensive list, by chapter, of registered credit unions and discussion groups was developed;
- 8) A list of inactive and active credit unions was prepared;
- 9) A system for grading credit unions' performance was developed.
- 10) Minimum Operating Standards for the credit unions were developed. A bilingual manual was printed and distributed to all credit unions.

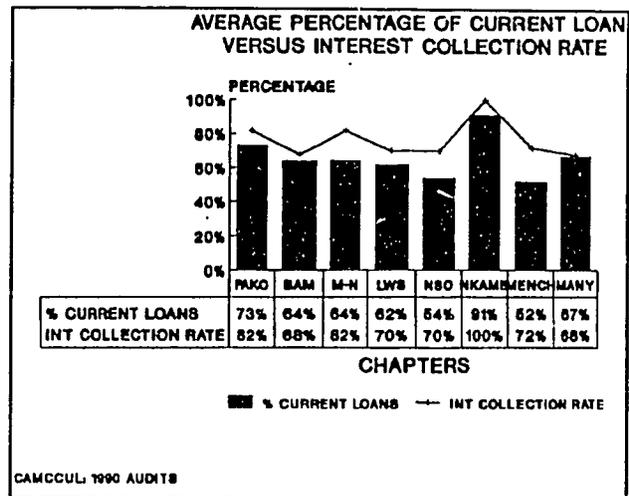


Figure 15

It was only after generating these reports that a true picture of the status of the credit unions in Cameroon could be obtained. They provided useful managerial and financial information that assisted the League to tailor its planning to address crucial problems facing the credit unions today.

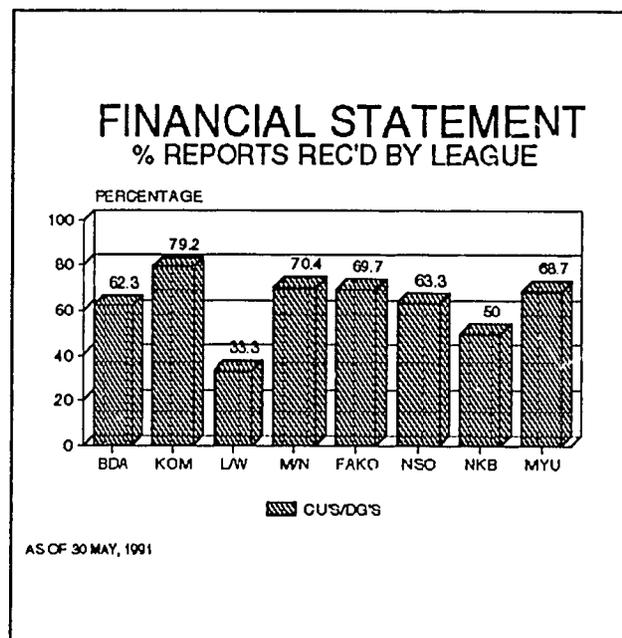


Figure 16

Problem: No criteria or system for determining credit union performance was being used.

Accomplishment:

A performance health index was developed and a minimum operating standard manual was published.

Comments: Grading of credit unions according to their performance has been an issue of importance to the credit union movement for several years. In 1988, the League took its first step toward the development of a grading system. In that year, credit union minimum operating standards were developed and published in both French and English. These standards included both management and financial performance recommendations and targets for credit unions.

Following the review of the 1988 and 1989 annual audit reports, an analysis was conducted to determine to what degree the credit unions were meeting the MOS. Out of the 171 credit unions studied, none of the unions met the eight selected standards chosen for the analysis. Only six credit unions achieved a score of five (out of a possible eight), while the remaining 166 unions met 50% or less of the standards.

The analysis of the audit reports and the poor performance of the credit unions regarding the MOS further emphasized the need for the League to concentrate on the provision of Supervision and Assistance to the credit unions.

The Minimum Operating Standards have proven to be extremely helpful to the League Field Inspectors in their work of providing assistance to credit unions. They have been useful for both routine visits, as well as during the annual audits. To emphasize the importance of the MOS, a number of the standards were included into the standard credit union annual accounts form for the 1991 season.

A preliminary grading system, using LOTUS 123, was developed in 1991. After incorporating suggestions from the CamCCUL staff, a second system was completed in February, 1992. Eleven indicators, based upon the MOS, were used to grade the credit unions. These indicators include: Growth rates, loans/share savings ratio, fixed deposits, patronage, interest collection, expense/income ratio, reserves/loans, interest rate paid on savings, loan delinquency, and cash shortages.

A total of 100 points was attainable. Using the results of an analysis of the 1990 annual audits, the highest score given to a credit union was 82. Out of 169 credit union, only 24 (14%) received a score of 50 or above. What is worse, 30 credit unions received negative scores!

This grading system provides a striking picture of the difficulties that exist at the credit union level. Perhaps, the MOS standards are tight. However, improvement of the management and financial difficulties confronting the credit unions will not be achieved by relaxing the standards. The performance of the credit unions can only be improved through improvement of credit unions' management.

G. OBJECTIVE No. 7 Improve the planning function in the credit union movement in Cameroon.

Problem: Most League staff had little or no experience in designing action plans.

Accomplishments:

Through a series of staff seminars the Management Advisor, along with the Education and Training Advisor, trained League fieldworkers to write action plans for credit unions under their supervision. Staff were taught how to identify and prioritize critical problem areas in individual credit unions, and develop action plans and time frames for implementation. Case studies and site visits to credit unions were training methods used to develop staff skills.

Problem: The League's third five-year plan has not been fully developed.

Accomplishment:

League staff and WOCCU advisors identified critical problem areas and weaknesses of the movement, and suggested a number of new services that the League should consider in its third five-year plan. A survey of credit union members was conducted to get their views of services offered by their credit union and the League. All information has been passed to the League Board of Directors, which is reviewing this information along with the findings and recommendations of the 1991 WOCCU/CCA assessment report and the 1992 USAID evaluation report. Currently the League Board has agreed upon eight broad objectives.

Comment: Development of the third five-year plan was delayed by the unstable economic and political environment. Also, both CamCCUL and WOCCU advisors agreed that outside evaluations of the project would serve as ideal planning tools; unfortunately, the evaluations were delayed as well.

H. OBJECTIVE No. 8 Expand the risk management program.

Problem: CamCCUL's risk management program is its most popular service. Premiums received currently cover claims but the actual spread is

shrinking. The League does not participate in a reinsurance program, and since the program is not run as a separate corporation, its future could ruin the League as well.

Accomplishment:

CamCCUL leadership recognizes the need to conduct a study of its risk management program and agreed on the necessity to bring in an outside consultant.

WOCCU included this consultancy in its no-cost extension proposal which was not approved by USAID.

I. OBJECTIVE # 9 Decentralize the League's operations to provide more concentration at regional levels.

Problem: The League historically supervised fieldworkers and delivered its services from a strong central office. Anticipated growth would have easily justified the early move to decentralize as planned. However, this growth did not occur for all the reasons previously cited in this report -- particularly the economic crisis paralleling the five-year period of this project. At the same time, demands on the former League manager depended on the timely flow of direct communications to him from the field. Increasing problems resulted in the League moving to crisis management. In such a survival mode, all plans for decentralization were suspended, but continued to be discussed.

Accomplishments:

The League Board authorized the establishment of at least three regional offices using CCA funds under their direct control. These buildings were stand-alone structures built in Mutengene and Kumba in the Southwest Province. A building (actually a former residence) was purchased in Douala and leased to provide income for renting a smaller Douala office until the larger office was needed. The offices were modestly equipped until recently. The Mutengene office recently added a telephone and laptop computer. Plans are in place to do the same in other regional offices.

Recent transfers which put more senior staff in the field will improve the League's abilities to assist credit unions.

The League expanded the number of chapters from 8 to 9, recognizing the increasing importance of the francophone areas.

The new League manager has also moved to delegate more supervisory authority and responsibility to the regional supervisors.

Training in the use personal computer applications began in April, 1992, and continues. This will improve the technical capabilities of staff and the timely flow of management information. Such events bode well for successful decentralized operations.

J. OBJECTIVE No. 10 Provide credit unions with shared management services.

Problem: The idea of "shared management services" remains difficult to sell to individual credit unions. A perceived loss of individual credit union identity appears to be the cause.

Accomplishment:

The League board of directors has decided to keep this objective in their next five year plan. With the introduction of computer hardware and accounting software, credit unions should be more agreeable to share the costs of such services. Currently the Board is hoping to start a pilot project, perhaps in Fako, to see whether the idea of a shared computer service center will work.

IX. PROJECT IMPACT

The WOCCU advisory team to Camercon decided to review project impact outside normal project objective parameters. Following is a summary of our findings, comments, and opinions.

A. URBAN VERSUS RURAL

At the end of 1990, the number of rural credit unions in Cameroon exceeded the number of urban ones. Out of 251 registered unions and discussion groups, rural credit unions had 67% or 168 credit unions.

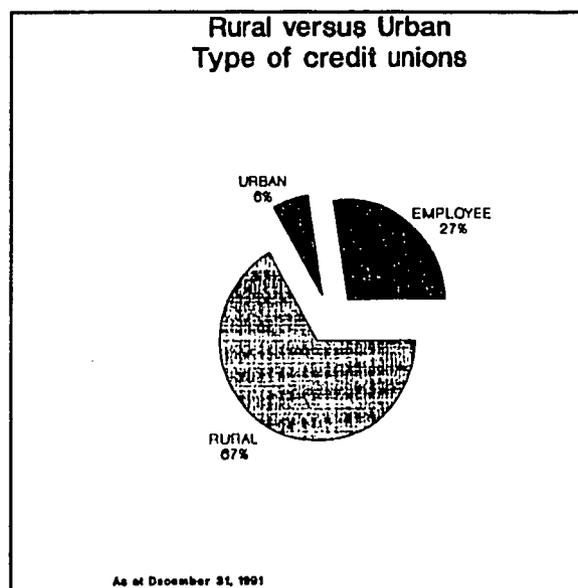


Figure 17

What is interesting about a credit union is the social status that it maintains. The credit union is more than a financial institution where people save and borrow. It also has an important social and development role. For example, where credit unions have office buildings in rural areas, it is typically the only meeting hall in the community. These halls are then used by a variety of different local organizations. The credit union has become, in many cases, a central focus for community development work.

Although rural credit unions make up a majority of credit unions, political and economic power rests with the large employee-based and urban credit unions. Of the 13 seats on the League Board of Directors, seven are from employer credit unions and three each from urban and rural credit unions.

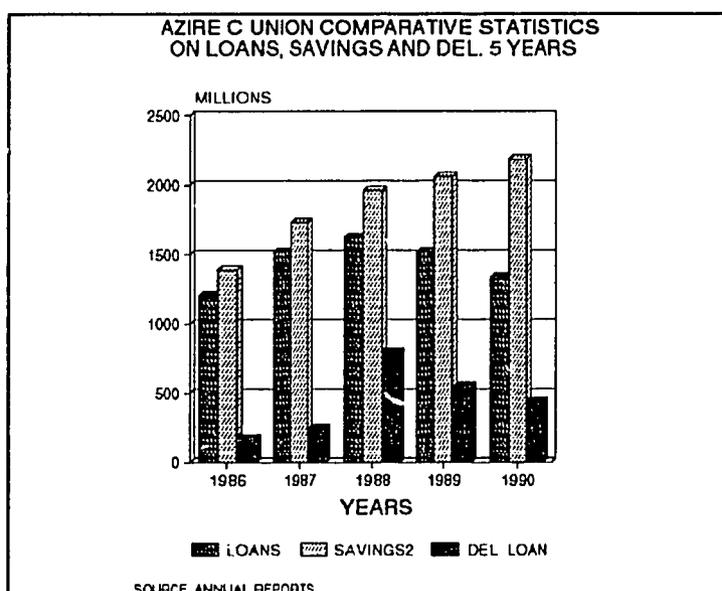


Figure 18

Worker and urban credit unions dominate

the League in terms of the percentage of total movement share savings they have mobilized. Fako Chapter, which is composed primarily of employer credit unions, had 34% of total movement share savings in 1991. Bamenda Chapter, which is dominated by the massive Azire Credit union, held 30%.

Although definitive statistics are not yet available, it is widely accepted that much money borrowed from both urban and worker credit unions, is eventually invested in rural areas. For example, building loans represent over 25% of loans granted by worker credit unions, but workers tend to obtain building loans not to construct in the cities they live in, but rather to build retirement or rental homes in their villages.

B. DEMOCRACY & LEADERSHIP

Credit unions in Cameroon practice grassroots participatory democracy; the principal of "one man, one vote" has been the custom since the movement first began in 1963. The existing model credit union by-laws assure that elections are held at least biennially. Campaigning for elective office is usually vigorous.

In 1991, CamCCUL fieldworkers led a mostly-successful, concerted effort to improve the proportional representation of women on credit union boards of directors. At the same time, the League suggested some changes in qualifications to run for office, which assured that elected officials were themselves meeting the average savings and patronage levels in their credit unions.

At the people level, newer credit unions seem to practice democracy very well; members in aging credit unions become more complacent and, unless they are animated by some issue or crisis, tend to be increasingly uninvolved and out of touch with their credit union. This has resulted in lower member patronage, a decline in promotional and educational campaigns, and control of such credit unions by elected leaders who do not easily recognize the need for change. Potential new members are quick to see this condition which results in a static, if not declining, membership.

1. Leadership Development--Issues and Impact

The issue of volunteer leadership in the Cameroon credit union movement is complicated. It's reported that at least 90% of current credit union presidents have served more than three consecutive terms; 50% have served at least 10 years. The consequences of slow board turnover are that younger, better educated, and potentially talented and innovative leaders have not been joining the movement in sufficient numbers. The same is generally true for women, although a number of women were elected as board members last year.

The present cooperative law limits terms of office and the number of times a credit union board member can be re-elected, but it is not enforced. The new cooperative law recently passed by parliament also limits terms of office.

The chronic "economic crisis" brings out the worst in some people. We have observed an increasing incidence in Board Member violations of loan policy, increasing loan delinquency, more "loans on loans," and "special treatment" of Board loan requests. These irregularities have been discovered through inspections and audits.

While recognizing that leadership change is good for credit union and member development, it is important that credit union members have the opportunity to democratically elect their leaders, even if incumbents remain in office over time. What is imperative, however, is that leaders are active members of their credit unions, and meet minimum qualifying standards for elections. During the past two election years, League staff have assisted at all credit union AGMs to determine minimum qualifying standards for elected leaders. This approach has improved leadership standards and serves to force credit union directors to meet membership demands for improved services.

While deploring these leadership shortcomings and impact, we must note that despite the problems cited, the basic strengths of credit unions, coupled with a strong technical competence at the CamCCUL level, has played a key role in the survival of the credit unions during the last five years. The integrity of the CamCCUL staff often saved the day for many problem credit unions during the past years.

2. Specific Project Impacts From Democracy and Leadership Perspectives

- a. WOCCU, through its resident technical advisors, helped the League focus on maintaining democratic processes through personal counsel, critique, and leadership education at the League level, and through the CamCCUL staff to the individual credit union leadership.
- b. Senior League management staff, along with the WOCCU Management Advisor, were instrumental in keeping CamCCUL and its affiliates engaged in the process of providing input to the developing new cooperative law, with particular emphasis on influencing the provisions which would preserve the private, democratic nature of the credit union movement while assuring that any new law supported international credit union operating principles.
- c. Advisors influenced the improvement of women's status at the grassroots level through education and training.
- d. An "economic education" initiative was undertaken that showed promise toward improving secondary school education about credit unions for youth.
- e. CamCCUL created a Productive Credit/Women's Services Department.
- f. CamCCUL implemented stricter candidate qualifications for credit union elections.

- g. CamCCUL intensified annual training for elected officials and committees.
- h. CamCCUL expanded its Resource Library to include more leadership-related publications and references.

C. WOMEN IN DEVELOPMENT

The issue of gender has become important to the League during Phase II as League staff and leadership began understanding the important role of women in Cameroon's economy. To complement the League's efforts to improve its knowledge of gender issues, a study was conducted by the Midwest University Consortium for International Affairs (MUCIA) in 1990, funded by USAID under a separate contractual arrangement.

The MUCIA WID study was extremely useful to CamCCUL, and will serve the League and its affiliates well, both now and in the future. Already, the League board of directors has included increasing women's participation in credit unions as one of the eight major objectives of the next five year plan, and, as noted above, has created a new "Women's Affairs Department" which has already begun outlining strategies to increase women's participation in credit unions' decision-making processes and promoting increased productive lending to women borrowers. The League recognizes that expanding women's participation in credit unions will increase both its savings pool and membership; the MUCIA study did, in fact, make specific recommendations to assist the League to achieve this objective.

Not all the recommendations that MUCIA suggested have been implemented to date, but their recommendations have been thoroughly reviewed and certain actions have been taken. For instance, after the study was completed, CamCCUL broadcast radio programs in both French and English which emphasized the benefits of credit union membership to women. Also, CamCCUL has highlighted the need for promoting increased women's participation in credit unions to its field inspectors who have, in turn, promoted not only increasing women's membership in credit unions, but also women's elevation to credit union leadership roles. During the first quarter of CY 1991, the Education and Training Officer, along with the WOCCU Education and Training Advisor, travelled extensively to attend the annual general meetings of credit unions and stressed that, where possible, at least one third of the board members should be women. Their initiative has, for the most part, proven successful.

Furthermore, League management has made real efforts to hire more women to fill field staff positions. Unfortunately, this has not been easy, since the League policy requires both men and women field staff alike to be transferred from time to time to maintain staff independence from credit union leadership. The MUCIA study recommended that CamCCUL review their transfer policy. Due to the need for independence cited above, it is doubtful that the League policy of transferring field staff will be changed any time in the near future. What may be required is a more active recruitment drive to find qualified women to fill field staff positions.

As a follow-up to the MUCIA study, CamCCUL also sent its Assistant Financial Officer, Ms. Christine Tanyi, to Cyprus in 1990 to attend a seminar sponsored by IFAD which focused on improving banking for rural women. After attending the two week seminar, Ms. Tanyi prepared an institutional plan of action for CamCCUL to improve financial services to women. As background for her plan, Ms. Tanyi used the MUCIA study. A number of her recommendations were similar to those outlined in the MUCIA study, including the collection of gender-disaggregated data and publishing national statistics (savings, loans, membership, and loan purpose) by gender. Her plan also suggested that CamCCUL collect information on women's activities that may require funding, improve credit union education for women especially on rights and responsibilities, and consider the possibility of establishing a loan guarantee fund for women who borrow from credit unions, until such time that women can build their own savings base as security.

Finally, the League Vice President and Ms. Tanyi participated in a gender workshop at Coady Institute in Canada. A third CamCCUL staff member was sponsored by the Coady Institute in Canada to attend another gender workshop in August, 1992.

In 1991, CamCCUL suggested to USAID that a second follow-up study by MUCIA would serve to further promote increased women's participation in credit unions. While the first MUCIA study focused on the North West and West Province, the second study proposed to

focus on the South West and Littoral Province (with emphasis on Douala, where CamCCUL is focusing its promotional efforts) and would provide greater detail and clarification to increase/maintain women's participation in credit unions. Unfortunately, the existing socio-economic environment in Cameroon at the time forced the League to focus on developing various strategies to solve its liquidity problems.

The South West Province (particularly in Fako, Meme & Ndian Divisions) is an area where most credit unions are located in CDC plantations, and women's involvement is already high. However, CDC arrears keep growing, and the League must develop additional strategies for these credit unions to survive. A second women's study would help CamCCUL develop this strategy by reviewing the types of loans on which men and women are most likely to default on, propose the types of activities that women

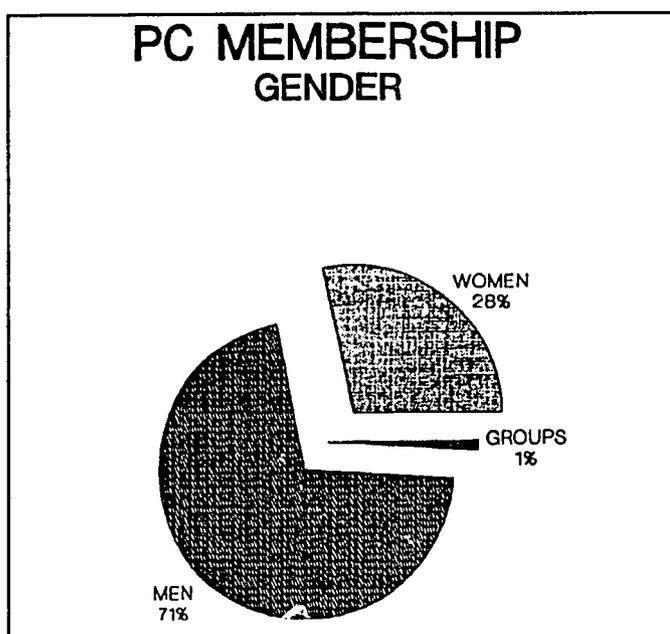


Figure 19

might undertake to increase their micro-enterprise activities, and suggest ways which will help sensitize women to consider taking credit.

D. TRANSPARENCY

Credit Union philosophy and operating principles are well-grounded on the concept of "transparency." This begins and ends with accountability to members at every level of operation. This project significantly reinforced this concept by building a higher standard of expectation at all levels of the credit union movement -- from the CamCCUL Board of Directors and staff to credit union directors and committee members. Reporting requirements concentrated on informing members about their credit union's performance on a regular basis in written reports and at general meetings.

The supervisory role/responsibility of the League fieldworker assured that members would receive accurate audit reports of financial, management, and related operating results in an understandable format at least at each year's General Membership Meetings. The Auditor's Manual was revised, streamlined, and improved to build audit consistency.

The inspections of credit unions were significantly improved through skill training of fieldworkers at each of the League's semi-annual staff seminars. Many training sessions concentrated on how to communicate effectively, how to present reports to members, and how to conduct meetings, etc. These sessions were always followed by similar training sessions for credit union officers and staff to improve their own reporting skills.

The development and implementation of Minimum Operating Standards continued to set performance standards at increasingly higher levels, so that credit unions could assess themselves and their own progress toward meeting goals. The MOS led to improved planning sessions at the credit union level, as well as the development of credit union work plans and more accurate budgeting.

A remaining concern was the inherent role conflict problem associated with the fieldworker, who as a credit union inspector/auditor, found it difficult to maintain the objectivity and independence needed to be effective while also trying to be the coach/trainer/advisor to the same credit union. The League decided to meet this problem by rotating staff, assigning annual audit responsibility to out-of-chapter fieldworkers, and providing closer managerial and supervisory support from League offices for "problem credit unions" as they are identified.

The net result of this effort produced a high level of confidence and significant improvement in professional management at every level of the movement.

E. CREDIT

Loans to members is the principal service that is offered by the credit unions. Members obtain loans for a variety of purposes. Members borrowed 30% of all loan funds in 1991 for education, while 24% was borrowed for housing construction or improvements. Other purposes for which money is granted are trading, farming, health, and consumption.

Productive Credit loans, or loans for agricultural or business purposes represented 22% of all loans granted in 1991. Development loans, or loans used for constructive, positive needs, amounted to 67% of loans. 11% of loans were for consumption purposes.

The value of loans outstanding has risen, and then fallen, over the past five years, while the percentage of loans outstanding to share savings has declined. Table 3 below presents some statistics demonstrating this decline:

TABLE 3
LOANS OUTSTANDING AND
RATIO OF LOANS TO SHARE SAVINGS
(1987 - 1991)

YEAR	LOANS OUTSTANDING (Billions of CFAF)	LOANS/SHARE SAVINGS RATIO
1987	6.3	71 %
1988	6.8	70 %
1989	6.8	64 %
1990	6.6	61 %
1991	6.3	57 %

SOURCE: CAMCCUL STATISTICS

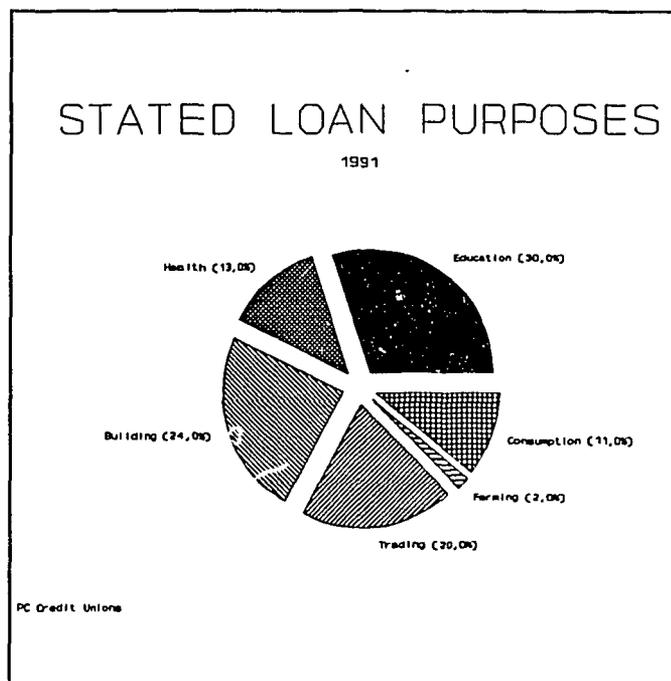


Figure 20

Several factors exist which explain this decline in lending. Due to severe liquidity and financial problems, many credit unions have tightened their already strict credit policies, thus reducing the extension of loans. Another reason is that in some areas, especially rural areas, loan demand has fallen because of lower and unpredictable incomes. A third, but important reason, is the deduction of loans from savings.

FUNGIBILITY

It is extremely difficult, if not impossible, to obtain accurate statistics on the end uses ("purposes") of credit unions' loans granted to their members. Fungibility, or redirection of loan funds away from their stated purpose, is a major impediment to statistical soundness.

A second problem that exists with the loan purpose statistics is that the amounts are misleading. Many loans in credit unions are rewritten with the new loan counted as additional money extended. A borrower who has a loan and wishes to obtain a new loan, or have the old loan rewritten, must submit a new application. The new application must be completed in full, including an anticipated loan purpose. When the loan is granted, the amount outstanding of the old loan is recounted as a new loan granted. The statistics on loans granted then becomes misleading.

F. INSTITUTIONAL DEVELOPMENT

The Phase II credit union development project was an "institutional development project". Some development experts have questioned the wisdom of such an approach; the WOCCU credit union advisory team does not believe that institutional development as an approach needs to be

defended. Institutional development efforts in this project did produce results compatible with the emphasis by donor agencies on rural development. For instance, rural credit unions have produced measurable results in savings and membership growth, despite the economic crisis. *Domestic savings in rural areas would remain "uninstitutionalized", if not for credit unions.* We believe that if this approach had not been taken, project benefits would be rather meaningless since there may not have been any institution to carry on post-project. While the credit union movement would

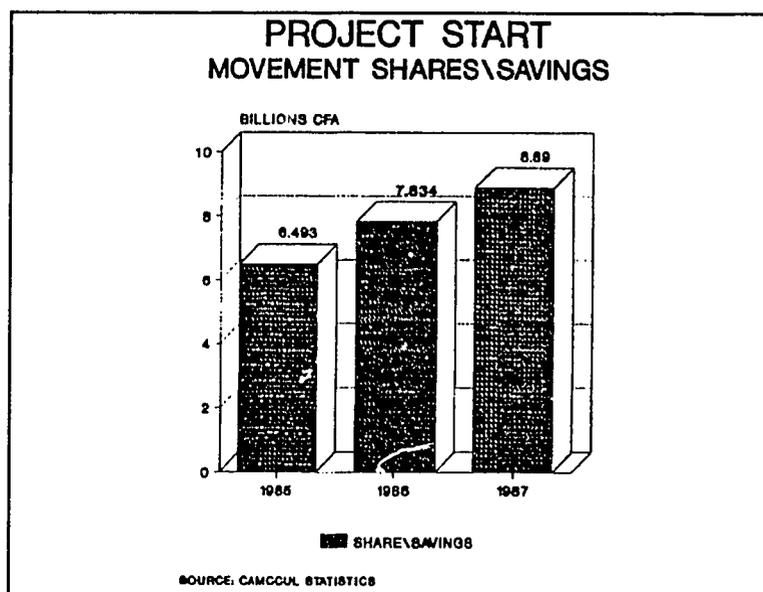


Figure 21

certainly not have collapsed without the Phase II project, its sustainability has been reinforced, and member confidence has remained steady.

G. TECHNOLOGY TRANSFER

The project defined "technology" within the concept of credit union development as being "that of the institution itself." Growth in various indicators of institutional health were offered as proof that technology had thus far been effectively transferred. While acknowledging the relative simplicity (i.e., "basic and uncomplicated nature") of the bookkeeping methods, broad views of the transfer process were not developed by project designers.

For purposes of this EOP report we feel it is useful to point out that at the League level, we must consider various technologies which emerged as the project work plans began to be implemented:

TEACHING AND TRAINING AS TECHNOLOGIES:

Teaching and Training Techniques require a level of abstraction and concept formation to be developed over time so that the focus population (e.g., League Staff) arrive at a point of readiness to assimilate and apply new approaches. The previous projects provided much of this, yet it remained to influence the focus group to the obvious needs for change to improve on traditional methods of delivering teaching and training. An appreciation for Adult Learning Principles was indeed relevant (especially the non-culturally-based aspects of these).

Further, the staff began to critically observe many of the subtleties inherent in their own teaching approaches to the extent that personal awareness and insight produced within them the need to consider changes and improvements.

The use of visual aids, didactic questioning skills, case studies, role plays, games, simulations, exercises, *et al.*, were the technologies needed to be transferred. The ability to look at their own work experiences and events common to Cameroon living provided a basis for adding creativity to the training.

Specifically, the following are examples of the kinds of activities which enhanced the transfer of the League's Education and Training services:

1. Introduction of a mnemonically simple training model ("ROPES") which provided a uniform approach and reinforced the need to better organize the teaching/training content. The model was readily adopted.
2. Introduction of "recognition" in the form of small awards/rewards in classroom training to promote/reinforce the new dynamics. It should be noted that sincere recognition depends on mutual respect between the leader and the learners. This relationship was modelled by the WOCCU Advisors in their own presentations.

3. Introduction of the *Credit Union Game* as a prototype of participatory, simulation, economic education, (and, of course, "gaming") as a teaching/training technique.
4. From local television programming, CamCCUL Staff adapted a popular TV program in debate format, which became highly motivating and effective in the staff training. (In fact, the "great debate" has been integrated into the regular expectation of the staff training design in follow-on sessions).

PERSONAL COMPUTER SKILLS

Although personal computers have a 7-8 year history at CamCCUL prior to Phase II, few employees used them and only in limited applications--such as word processing.

This project added computers and software to increase office productivity. A number of staff received specialized on-site training. One staff member even was sent to the USA for a more in-depth program. In general, a significant advance in transfer of personal computing skills was accomplished by the project.

It should be noted that a common factor in the successes in technology transfer was the timely acceptance of the need to change/improve, and the availability of skilled advisors and equipment to accomplish it.

We believe that CamCCUL at the (League Staff level) has developed both the habits and expectations to engage in even more technology transfer for the future. The organization is quite unfrozen and readiness is at a high level. This is the direct result of a long history of development assistance and the long tenure of resident technical advisors at CamCCUL.

H. FINANCIAL SELF-SUFFICIENCY OF THE MOVEMENT

The importance of financial self sufficiency-cannot be understated. Unless CamCCUL is able to cover its expenses and build adequate reserves, the safety of member deposits cannot be guaranteed.

CamCCUL, the apex organization of the credit union movement in Cameroon, generates most of its income from the investment of credit unions' fixed deposits in the CLF. CamCCUL's primary source of income, hence, is interest received on bank deposits. Since 1987, bank interest received, as a percentage of total income, ranged from a low of 68% to a high of 91%.

Table 4

Bank Interest Received
Amounts in Millions of CFA
And as a Percentage of Total Interest

YEAR	AMT. INTEREST RECEIVED	PERCENTAGE OF TOTAL INCOME
1987	276	89 %
1988	370	91 %
1989	306	82 %
1990	258	68 %
1991	412	81 %

Source: CamCCUL Annual Reports

With such a heavy dependance upon one type of income, the quality of the assets becomes a central and crucial question. The importance of this question became painfully clear to CamCCUL in 1989/1990, following the closure of Cameroon Bank. At the time the bank closed its doors, CamCCUL had approximately 1.5 billion CFAF invested with the bank. This represented 30% of the Leagues total assets.

With the assistance of USAID and several donors, the total amount, except interest, was recovered. If this money had not been recovered, the existence of CamCCUL as a viable financial institution would have been in serious jeopardy.

The banking sector in Cameroon has been going through a tumultuous period. Numerous banks have closed and those remaining open have either merged with stronger banks or received injections of capital from the parent corporation. Bank deposits are not considered to be safe investments. Many people are avoiding banks because of their perceived riskiness.

CamCCUL is facing a precarious and difficult situation. Having nearly lost 1.5 billion CFAF, it is fully aware of the dangers surrounding bank investments. Yet, finding viable options is difficult.

Since 1988, CamCCUL has maintained an average of 84% of its total assets in banks. Loans to credit unions have been less then 1%, while one loan to a cooperative represented 13% in 1990, falling to 4% in 1991. The loan was not adequately secured and became delinquent. Thehe cooperative has been repaying slowly, but the efforts to obtain the money can be likened to pulling teeth.

If CamCCUL is to survive, it must develop a realistic investment strategy and adopt an investment policy. Asset management is crucial and in CamCCUL it must be strengthened. In addition, CamCCUL must seriously consider the establishment of a credit department. This credit department would be responsible for the review of all loan applications coming into the League, from both credit unions as well as cooperatives.

Donor assistance has been extremely helpful to the League and to the movement in general. As donor funds have been received by the League, they have been put into reserve accounts. That is, CamCCUL has not accepted grants if it could not afford to pay for the proposed grant-funded activity *without* the grant. Thus the entire value of these grants has been capitalized into so-called "grant reserves". These reserves have been used to write off deficits and, as at the end of 1991, represented approximately 74% of CamCCUL reserves. This alone greatly improves CamCCUL financial viability.

Since 1980, there is a definite positive trend in income and expenses. As income has increased, so too have the expenses. If not for the problems with Cambank, the profitability picture would have been much more positive.

I. TECHNICAL SELF-SUFFICIENCY

Self sufficiency is not confined to just the League's finances, but also includes leadership, organizational, managerial, and technical self-sufficiency. All of these derive from a simple expression of the League's purpose, mission, integrity, and commitment to sustain its services and programs during good times and bad. Organizations which do not systematically undertake self-evaluations from time to time are vulnerable to loss of purpose and ultimate failure.

Technical self-sufficiency represents the single most important factor in the League's ability to initiate, define, develop, deliver, and modify its services to its members. Any objective observer would conclude that, at the League level, the staff are uniformly competent in the basics of credit union operations, bookkeeping, and audit. Their development in terms of attaining additional knowledge and skills has been significantly impacted by the project. It is noteworthy that two of the francophone staff successfully served in early 1992 as short-term training consultants for a WOCCU credit union development project in Niger.

A significant contribution of WOCCU's grant-supported projects is the education, training, and coaching provided by the resident advisors. By their long-term presence and personal impact they serve as mentors to the younger staff and provide more technically complex advice to the senior staff. They also serve as teachers, trainers, and coaches. They critique and effect staff skill improvements by suggestion and persuasion. Their daily presence is influential through modelling management and leadership and in providing timely advice and counsel.

Participant training in customized programs for individuals (see the partial list of staff who received donor-funded special training during the project, included in the joint WOCCU/CCA 1991 project assessment report) was also very important to technical self-sufficiency. A significant investment of human and financial resources have been made in the League's staff. CamCCUL's long relationship with WOCCU and the technical assistance the latter has provided have established good habits and open attitudes, even expectations, to improve knowledge and skills.

The technical proficiency and knowledge of the League staff is clearly superior, and in itself has more than justified the investment of project funds. However, there is a clear need to add depth of specialty know-how, to add even more to their capability and to challenge their ability to innovate from an increased fund of knowledge. Lifelong learning and training are not options for the League and the Cameroon credit union Movement--they are requirements.

K. REGULATORY ENVIRONMENT

Improving the legal environment under which cooperative credit unions operate has been a major preoccupation of CamCCUL's senior management, its Board of Directors, and the WOCCU Management Advisor since 1988. It was also a key issue of major donors and the GRC. In July, 1992, a new, more liberal cooperative law was passed by parliament. The WOCCU Management Advisor provided his personal comments on the new law to USAID in August, 1992.

Our view is that although the new law is a significant improvement over the 1973 law, there are problems with it which will hamper the expansion and operations of Cameroonian credit unions. We maintain that a separate law for credit unions will serve the best interests of credit union members, since it appears that the new cooperative law is preoccupied with agricultural marketing cooperatives and "common initiative groups". Concerning the latter, we support the recommendation cited in a February 19th facsimile from the World Bank's Yasmin Saadat and comments from Lyle Brenneman which states "...Every group is either a recognized cooperative or it is not."

Finally, the approach taken by donors and the GRC in drafting, submitting, and approving this new law has very serious flaws. While recognizing the importance the cooperative law has on newly-funded donor initiatives in Cameroon's agricultural marketing sector, it's important that all cooperative members have an opportunity to voice their opinion on the contents of the new law. A fundamental principle of cooperative businesses is that of democratic control of the cooperative and the member's right to participate in decisions affecting his/her cooperative. This principle was ignored in an apparent attempt to get *something* rapidly passed to satisfy donor needs, rather than meet the real needs of the cooperative members who will be most affected by the new law. *In this new era of African "democratization", it would seem logical that both donor organizations and government would welcome comments from democratically-controlled cooperatives.* The challenge now is for government

and donors alike to inform Cameroon's cooperative community on how the new law will be implemented, its contents, and get them to "buy into" it.

In addition to the cooperative law, both the Labour Code and the judicial system have had a negative impact on credit union development. The Labour Code is too restrictive and makes it difficult for CamCCUL and its affiliated credit unions to increase lending to small and medium size enterprises; the Labour Code discourages Cameroonian entrepreneurs from starting businesses. It allows little room for negotiating salary or benefits and makes it extremely difficult to terminate employees whose work performance is poor.

Until Cameroon's judicial system becomes truly independent, lending will always remain risky. The current system makes it nearly impossible for credit unions to pursue delinquent borrowers who have breached their contract with the credit union. Credit unions which have taken legal action to collect bad loans have often found the cost of legal fees to exceed the actual amount owed. Sometimes a case can be in court for more than two years before a decision is reached. In fact, taking legal action to recover a bad loan is the least-favored form of collection by credit unions.

XI. RECOMMENDATIONS

The following is a list of recommendations that the departing advisory team has prepared for consideration by CamCCUL's management and Board of Directors.

- A. "Environmental" surveys to forecast information about the economic, political, and financial service areas for credit unions through contact with donors (World Bank, USAID, CIDA, etc.), bankers, businesspersons, economists, etc., need to be conducted on a regular basis.
- B. Charging fees to credit unions for specific services such as inspection, education and training seminars and audits should be considered. This will require that the actual cost of service be determined. At the same time, the current 25% liquidity ratio could be lowered.
- C. In order to diversify its CLF investment portfolio, CamCCUL must identify ways to increase lending to credit unions. Some suggestions on how to increase this type of lending follow:
 - (1) Affiliated credit unions should be educated about the conditions for obtaining CLF loans. Information should be given on the purpose of CLF loans; how the CLF operates; loan application requirements; etc. This can be communicated through fieldworkers, newsletters, and chapter meetings with f/w supervisors present.
 - (2) Develop a checklist of general conditions that should be met before a credit union can receive a loan.
 - (3) CLF loans should have dual control. The loan officer should not be the person disbursing the funds.
 - (4) CamCCUL should offer more detailed assistance to credit unions to meet minimum requirements to qualify for CLF loans.
 - (5) Technical and financial self-sufficiency work hand in hand. Money should not be lent at less than the market rate (goods sold at less than average prices are not usually held in high esteem.)
 - (6) Loan applications should be channeled to the Central Finance Department, where applications would be numbered. Then it should pass to the Credit Department for recommendations to the Manager. Approval from the Board will be required if the amount requested exceeds the Manager's delegated lending authority. There should always be a loan interview with representatives of the credit union applying for the loan.

- (7) There should be a maximum amount that can be invested by the CLF in any one financial institution.
- (8) Consider setting up lines of credit for pre-approved, soundly-operated credit unions. This suggests that a limit be approved against which the credit union may draw without having to submit an application.
- (9) Set requirements for credit unions to obtain a loan. (Investment and repayment plan, written loan agreement, loan delinquency at acceptable rate high reserves/assets ratio, etc.).

Loan funds can be disbursed all at once or on a disbursement schedule, depending on the credit union and their investment plan. High priority can be given to loans to credit unions which in turn will relend to their members for productive purposes.

- (10) Credit unions borrowing from the CLF on behalf of their members should agree to lend to their members at several points *higher* than the rate charged by the CLF.
 - (11) There needs to be better loan monitoring by the CLF. The League should send any credit union or cooperative a statement of account at least quarterly. When a loan becomes delinquent, a letter should be addressed to the borrower requesting prompt payment, assessing fines, and advising of future actions to be taken. Request a written response. After 45 days of non-payment, there should be a visit by a CLF staff member. If there is still no payment, a report to the full Board. The CLF should take legal action and charge all expenses for collection to the borrower, which should be added to the outstanding principal. This should be stated clearly in the loan agreement.
- D. Job descriptions should be reviewed in light of the new organizational changes and written job descriptions prepared that clearly define reporting relationships and staff responsibilities.
 - E. The League should conduct "attitude and service" surveys of all affiliated credit unions every three years.
 - F. All staff should receive an annual performance evaluation.
 - G. The League should contract with a qualified auditing firm to conduct annual independent audits. The new cooperative law does no longer foresee this service coming from the Department of Cooperation and Mutuality.
 - H. The League dues formula should be reviewed and produce revenue sufficient to cover all dues-related services and functions required by affiliated members. This holds particularly true for educational seminars. Any earnings should be returned to the affiliated credit unions in the form of increased services.

- I. The League should develop a detailed public relations plan with the specific objective of improved public understanding of credit unions. This will serve the purpose of creating a broad understanding of the unique democratic nature of credit unions by the general public, as well as leaders of business and government. Of course, public relations and promotional efforts have improved somewhat through the expansion of the weekly League-supported Radio programs in Bamenda, Bafoussam, and Buea. These are only a beginning and need improvement to become effective. Other suggestions for an improved public relations program include:
 1. Public relations events should be designed and implemented in a proactive manner; this includes allocating specific budget amounts and assigning responsibility to appropriate League staff members.
 2. Assure that there is a Promotion Plan in each fieldworker's work plan for his/her area that requires initiating action, not just responding to requests.
 3. Educate the fieldworkers (i.e., staff) on making public presentations, writing articles, etc. to improve the quality of promotion efforts.
 4. Become more creative in holding contests to generate interest and excitement among members, potential members, and the general public.
 5. Encourage local credit unions to use a percentage of their educational or general reserves for regular promotion in their communities beyond celebrating International Credit Union Day each year.
 6. Revise the Promotion Manual to include more diverse activities and programs.
 7. Ongoing promotional activities within existing areas will strengthen and build pride in membership. Promotion into new areas could build high membership growth--especially in Douala.
 8. The League should consider a "Promotion Blitz" in Douala--including television and radio spots; meetings; contests; prizes; etc. A clear program should be developed and scheduled.
 9. The "News and Views" newsletter should be redefined and criteria be set for design, editing, and publication standards. It should be informative and educational. Secondary schools should be added to the mailing list, as well as the news media. It must be published in both French and English. One idea is to publish graphs and charts generated from the credit union data base.
 10. The publication and distribution of the "*Credit Union Game*" offers potential for promotion and public relations. The League Manager has agreed that a Credit Union Game tournament be sponsored by the League, culminating at Easter break with the finals at CamCCUL Headquarters. This would be for secondary schools in the local area. If it works well, it could set the stage for a broader program in

1991. Furthermore, a separate tournament could be held for credit union members who would have to qualify by being members in "good standing", etc.

11. The recent pilot Information/Briefing Session on credit unions for Secondary School Economics Teachers (& Principals) may serve as a grassroots link to begin a regular impact on the teaching of youth about credit unions; it should be continued as it offers the potential of building long-term credit union growth.
 12. The League should reconsider its policy of holding all AGM's in Bamenda. This will permit greater publicity of credit unions throughout its operational areas.
- J. The League should develop a model job description and qualifications for credit union bookkeepers and managers.
 - K. The League should analyze the current trend in credit unions which shows that so-called "deposit" accounts are becoming more popular. Since members use this account for security reasons and easy access, the credit union is assuming more risk. Perhaps credit unions should consider the possibility of charging a minimum fee to members whose deposit accounts fall below a minimum set amount in any one month.

ATTACHMENTS

ATTACHMENT A

Notes on the Evaluation report

Overdependence on USAID Grants: The Report's Most Fundamental Factual Error:

Page 32 of the report makes the following claim:

"A serious concern for CamCCUL will be the withdrawal of institutional funding support provided by the project. Recurrent salary support has been a particularly important contribution to CamCCUL's activities, as well as funds for training and promotion, transport and gasoline, and it is unclear how this funding gap will be met. CamCCUL must develop a plan to cope with this future budgetary shortfall as well as to secure operating funds to implement many of the recommendations in this report."

This assertion is essentially repeated on p. xxi of the Executive Summary. Despite this rather bleak prognosis that CamCCUL will soon find itself in serious budget difficulties, being overly dependent on USAID grants, on page 30 the evaluators admit that total CamCCUL operating expenses are 100.6 per cent of self-generated income. The team cannot have it both ways; CamCCUL is either dependent or not. In reality, they are not. All institutional support donations have been used to build up CamCCUL reserves. This policy of building reserves proved prudent during the difficult period of 1988/1989 when CamBank was liquidated forcing CamCCUL to use these reserves to cover operating deficits. The supposed impending budget crisis when USAID pulls out does not stop the evaluation team from urging CamCCUL to substantially increase expenses, as they do on page 30:

"The team recommends that additional fieldworkers be recruited in order to give greater management attention to credit unions, particularly smaller ones in rural areas."

WOCCU and CamCCUL find this recommendation bizarre, since it implies spending significantly greater sums on small rural credit unions that already produce much less income for CamCCUL than they cost her in services rendered. Certainly, if CamCCUL had additional resources, it would increase support to poor rural credit unions, but in the current environment, that is plainly not possible.

Both WOCCU and CamCCUL representatives *proved* to the evaluation team that this supposed dependence did not exist and the team agreed to change these statements. Unfortunately, in fact, they did not, leaving USAID with the image of an organization so overdependent on USAID grants that it would certainly collapse as soon as said grants stop.

WOCCU & CamCCUL Performance

Despite having painted a false picture of overdependence on grants, the evaluation team *did* praise both WOCCU and CamCCUL for a job well done, and supported the continued provision of external support to CamCCUL:

"The overall provision of inputs generally conformed to plan. The high quality inputs provided by WOCCU was a major factor in meeting end-of-project output targets and overall project objectives. A primary constraint encountered was the political strife that occurred during 1991." (Page 31)

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"USAID/Cameroon's Country Development Strategy Statement indicates, inter alia, that a key Mission objective is to improve the performance of a market-oriented private sector. CamCCUL contributes to USAID's strategy. It:

- "Is a prime example of a local, indigenous, grassroots private sector organization;
- "Operates and is managed on the basis of democratic, membership governance, transparency and popular accountability, including universal access to services;
- "Encourages and has achieved multi-level participation of women in board, staff and membership activities;
- "Encourages rural financial intermediation services, 100 per cent membership financed without the need or demand for financial support from the central government." (Page 31)

"Recent economic recession and political turmoil has had a discernable effect on CamCCUL so that achievement of quantitative project objectives are somewhat below target, but CamCCUL has demonstrated remarkable institutional resilience and has survived as a financial institution during this turmoil. This ability to withstand negative environmental factors is derived from CamCCUL's excellent management and the high degree of confidence placed in CamCCUL by individual credit union members." (Page xvii)

Impact

"...the people-level impact goal has been achieved by providing direct, universally accessible, and improved financial services to over 70,000 people, 1/3 of whom are women. Without CamCCUL, these services would be otherwise unavailable." (Page xvii)

As concerns women,

An estimated 27 per cent of credit union members are women who have benefitted from credit unions.... CamCCUL recognizes the importance of women and announced the creation of a Women's Desk during the evaluation team's stay in Bamenda.... CamCCUL estimates the following statistics for women:" (Page 42)

<u>Position Held</u>	<u>Per Cent Women</u>
Credit Union employees	over 40
credit union board members	15
credit committee members	16
education committee members	27
Supervisory Committee Members	10

Future External Assistance:

Because of the overall success and high impact of the CamCCUL project, it is not surprising that the evaluators propose that assistance continue to be provided to CamCCUL:

"The evaluation team believes that after 14 years of USAID assistance CamCCUL has achieved a high degree of maturity and financial and operational self-sufficiency... Many in CamCCUL have expressed the concern that they are not fully prepared, in terms of individual self-confidence, for the withdrawal of USAID support when the project terminates in August 1992. In order to help CamCCUL address some of the pressing issues confronting it, USAID should consider providing limited short-term technical assistance." (Page xxviii)

"CamCCUL management should seek technical assistance and selected institutional support from external donors for specific improvement efforts. [However] CamCCUL should not seek budgetary assistance that dilutes the ownership and self-regulatory characteristic of the credit union network." (Page xxvi)

Qualitative Change and Raison d'être

The evaluation agrees with the WOCCU/CCA Assessment Team's major conclusion of last November/December that while the CamCCUL network has greatly evolved in terms of size, operating systems and philosophy have not sufficiently evolved with them:

"There has been a Qualitative Change in the CamCCUL Network... Profound policy changes may have to be considered, such as geographic expansion and more productive use of assets in place of historic tenets of safety and accumulation of savings. Greater interaction with external commercial and financial institutions may be necessary. This qualitative change in CamCCUL will require internal management changes such as the development of a larger number of professional staff rather than dependence on volunteers." (Page xvi)

"IS CamCCUL a Bank?"

"A major finding of this evaluation is that the growth of CamCCUL has been sufficiently large over the past ten years in terms of increase in numbers of members and unions, money saved and loaned, and overall assets of the network that a qualitative change has taken place in the institution. CamCCUL has outgrown its status as a local "Mom and Pop" activity to one with potential impact on the overall financial and other markets in Cameroon. While CamCCUL may not yet be a full bank or major player in Cameroon's financial sector, it is beginning to have the attributes of such an institution. It is therefore recommended that CamCCUL management carefully consider/reconsider its mission and that it define and refine its mandate. The League board can certainly decide to continue its function as it is--primarily a safe-haven for savings.

An implication of acceptance of an enhanced role, however, would be a substantial upgrading of the professional and technical training and capabilities of CamCCUL Management and staff and a more proactive approach to savings accumulation, asset management, and productive use of credit." (Page 40)

Raison d'être: "... Verify and redefine CamCCUL's strategic objectives and mandate. CamCCUL must decide whether it will continue primarily as a reactive organization concerned with savings mobilization and security, or whether it will recognize its potential for being a more proactive, productive, major financial institution. (Page xxi)

Promotion: A serious attempt should be made to expand into the Douala and Yaoundé regions. This is vital for the financial health of CamCCUL. (Page xxiv)

Financial Policy Recommendations

Interest Rates

As did the WOCCU/CCA Assessment Team, the USAID evaluation team recommended that the movement raise interest rates on loans:

Recommendation: "Increase interest rates from 1 to 1 1/2 per cent per month." (Page xxii)

Profitability: "The ability of CamCCUL and member credit unions to generate profits is essential for the movement's continued existence. The steps already taken by the League to increase interest rates on loans is a positive development. These additional revenues will also be used to strengthen the Provision for Doubtful Accounts. As the demand for CamCCUL services increases, the movement must maintain and enhance this means of revenue generation by pricing these services realistically." (Page 37)

Audits:

Recommendation: "Contract for an outside ... audit of CamCCUL." (Page xxii)

"A principal responsibility of the fieldworker is to carry out the annual audit of the credit union. Because of the potential for conflict in roles of the fieldworker, CamCCUL decided that fieldworkers would not audit the credit unions they supervised. While this is a positive step, fieldworkers are sometimes called "inspectors", or "auditors" and sometimes "trainers", indicating that a conflict in understanding their role lingers." (Page 54)

"Some audit findings are minor, some technical, and some may involve fraud. After the audit is completed it is uncertain as to whom the audit report is issued, who is responsible for taking action on the audits, and what recourse is open to management if no actions are taken." (Page 54)

Computerization of the League

Recommendation: "Develop a computerized financial management and control system for CamCCUL." (Page xxiii)

Credit Policies

"While uniform credit policies exist, there is no systematic way of monitoring compliance. Loan collection practices and uniform loan write-off policies need to be developed." (Page xxi)

"CamCCUL has developed a series of "health" indicators to monitor the effectiveness of their activities in support of member credit unions and to serve as a diagnostic and evaluation tool. List. Another useful indicator would be the number and amount of loans granted that are exceptions to stated credit policies." (Page 32)

Delinquency/Bad Debts

"Develop, distribute, and enforce a consistent loan write-off policy. The current policy of "suggesting" that credit unions reserve 25 percent of unsecured delinquent loan amounts over the next four years is a start but will not address the issue of the massive bad debt overhang." (Page xxiii)

"Total delinquent loan amounts are currently 7.5 times the amount in the Provision for Doubtful Accounts; loans past due more than 12 months represent 4 times the Provision; and amounts that would normally be written off by other financial institutions would be 3 times the Provision. CamCCUL staff are aware of the magnitude and severity of this problem. The improvement noted in the Provision coverage from 12/90 to 12/91 is due in part to guidance given to field workers and supervisors in November 1991 in their preparation of the year-end audit. They were to suggest that 25 per cent of the loan amounts more than 12 months past due be charged against earnings and placed in the Provision. This is to be done over a four-year period to minimize the effect on annual earnings. Compliance with this guidance is unclear and for the most part the Provisions of the individual credit unions remain woefully inadequate." (Pages 34-35)

"The problem of loan delinquency is quite serious, with implications for the continued financial viability of the credit union movement. This issue is one that will not be resolved satisfactorily without considerable effort on the part of both CamCCUL and member credit unions." (Page 36)

Recommendation: "Establish a League-level loan collection unit." (Page xxiii)

Investment Policies

"Four nonloan asset management has resulted at times in members' savings and deposits being held in blocked bank accounts. These amounts have been recovered, but there remains a lack of safeguards and well-defined investment policies and practices, which has also resulted in lower interest income earnings." (Page xxi)

Investment Policy/Asset-Liability Management:

"There is currently no League-level investment policy that would include systematic review of the financial condition of other banks and assignment of risk ratings; close monitoring of CamCCUL positions with other banks; and guidelines by tenor, amount and risk/return expected on interbank placings. The CamBank experience clearly demonstrates that such well-defined policies and procedures should be established and followed." (p. 37)

Asset Quality:

"CamCCUL and its member credit unions are seriously threatened by problems of poor asset quality in its SIC loan portfolio. Not only do these assets fail to generate income for a relatively low profit/high cost organization but realistic write-off policies would undermine the capital base of the movement." (p. 38)

"Nonloan portfolio management is constrained by lack of well-defined investment policies, a need for qualified personnel, and relatively few attractive nonloan investment opportunities. ... This puts at risk the safety of member's SIC savings and deposits, which is the prime mission of the credit union movement. (p. 38)

"Investigate the use of a multinational financial institution to manage the nonloan asset portfolio through treasury placings in external financial markets. This institution would guarantee offshore the integrity and security of the CamCCUL assets and provide target returns. This offshore investment would require government permission." (p. 39)

"CamCCUL should investigate making a preferred equity participation in the two new Cameroonian institutions (C.C.E.I. and Amity Bank) specializing in lending to and management of small- and medium-sized enterprises. This would serve social and economic objectives in promoting the use of assets in a productive manner. This investment would meet stated USAID goals of support to small and medium enterprise development; employment generation; and provision of credit for rural and urban disadvantaged. (p. 39)

Productive Credit:

"Transform the Productive Credit Program into a broader Credit Advisory Service ... The possibility of cooperating with the agricultural extension services and other donors should be studied." (p. xxiii)

"Despite low *reported* levels of productive lending, the "...research work of Gertrude Schrieder, although based on a small sample, confirms that approximately 1/3 of credit is used for productive purposes." (p. 51)

Central Liquidity Facility (CLF):

"In order to enhance CamCCUL's operation of the CLF, the following recommendations should be considered:

- Define an official investment policy
- Consider professional management of liquid assets
- Use Central Bank Deposit and Rediscount Facilities
- Develop a Computer-based Financial Control System following an outside financial and management audit." (pp. 47-48)

Staffing/HRD:

"An important lesson learned is the need for refinement of those outputs involving human resource development and attitudinal change, especially training and to a lesser extent promotion activities. Instead of concentrating solely on the "quantitative" aspect of these activities more work should be done to assess their "qualitative" impact. While quality is more difficult to assess, this approach would yield a better measure of these outputs' effectiveness." (p. 30)

"Assess the need to revise bookkeeper training based on existing skill and knowledge levels." (p. 46)

"Improve the internal management of CamCCUL particularly the supervision of fieldworkers ... A number of technicians especially trained in the field of financial management should be recruited." (p. xxv)

"The overall level of staffing is too thin for the volume and nature of work and the geographic spread of CamCCUL's activities. The fact that most staff members are generalists who have been promoted through the system without advanced technical training compounds the shortage of skilled personnel that threatens the long-term survival of CamCCUL." (p. 19)

"An important finding is that CamCCUL project management, WOCCU, and USAID have not clearly defined the supervision function and an appropriate level of resources. As a result, credit unions are uncertain of the supervision they are to receive from CamCCUL or what assistance to request from fieldworkers." (p. 52)

"It is recommended that an operations and management specialist review these internal systems, focusing on the role and performance of the fieldworker." (p. 56)

[NOTE: This recommendation was made just after a new Manager was designated at CamCCUL. Just prior to project completion, he made operational changes to address the problem.]

Other Recommendations

Recommendation: Create a new Chapter in West Province.
(p. xxii)

"The number of credit unions grew from 223 to 250 during the project. Many of these credit unions are presently dormant ... (p. 49)

ATTACHMENT B

AT-A-GLANCE SUMMARY REPORT FOR:

ABC CREDIT UNION

STATISTICAL DATA:	31/12/88	31/12/89	31/12/90	30/09/91	31/12/91
Number of Credit Unions	1	1	1	1	1
Number of Members:					
Women	0	0	0	0	2042
Total	5.597	6.222	6.737	7.009	6.712
Loans Granted					
Number	2.104	2.271	2.644	0	2.614
Amount	1.029.517.400	1.294.267.500	1.092.358.000	0	938.327.000

Abbreviated Balance Sheet:

ASSETS:

Cash	3.599.830	9.643.905	9.561.020	6.944.070	2.642.575
Bank	45.022.689	159.947.732	198.666.759	194.448.160	130.300.211
League Shares & Deposits	583.042.194	686.623.781	989.867.324	1.156.166.634	1.207.529.492
Insurance Deposit	0	0	0	0	0
Loans Outstanding	1.624.399.700	1.518.768.900	1.335.166.430	1.216.353.730	1.132.252.915
Payroll Deductions Receivable	0	0	0	0	0
Other Assets	5.880.894	48.183.435	56.842.407	2.281.265	6.509.025
Fixed Assets	24.026.000	21.976.095	24.858.510	93.094.245	123.950.681
Total Assets	2.285.971.287	2.445.143.848	2.614.982.447	2.669.308.104	2.603.185.099

LIABILITIES & CAPITAL:

Member Savings	1.946.263.804	2.044.916.862	2.167.208.587	2.257.181.089	2.106.554.715
Member Deposits	116.906.285	145.558.258	162.427.312	179.456.092	188.377.622
Interest Payable	120.240.070	134.300.000	131.000.000	0	0
External Loans Payable	0	0	0	0	0
Other Liabilities	2.239.716	4.052.284	4.477.199	4.218.030	138.310.240
Member Shares	16.323.000	18.033.000	19.593.000	20.421.000	20.151.000
Reserves	87.889.333	104.145.015	127.773.078	125.840.849	148.756.679
Y-T-D Surplus	11.334.404	9.802.006	2.503.273	82.191.044	3.034.843
Total Liab. & Capital	2.301.296.812	2.460.807.423	2.614.982.447	2.669.308.104	2.603.185.099

Abbreviated Income & Expense Statement:

INCOME:

Interest on Loans	149.783.450	152.430.675	119.686.165	68.425.420	108.222.370
Other Interest Income	35.910.790	47.851.801	65.850.447	42.216.908	87.443.601
Sundry Income	5.163.301	4.583.784	3.526.250	2.420.496	2.908.288
Total Income	190.857.541	204.866.240	189.062.862	113.062.824	198.574.259

EXPENSES:

Insurance Premium	12.974.212	15.224.725	13.568.663	7.943.362	12.243.362
Personnel Costs	15.849.879	17.141.030	19.760.653	15.263.861	20.583.762
BoD/Meetings Expenses	7.077.140	8.244.335	8.292.210	5.923.360	8.248.320
Education, Training & Promotion	3.444.236	858.951	6.000	0	0
Interest Expense	120.000.000	134.300.000	131.000.000	0	126.180.466
Bad Debts & Provisions	8.137.680	5.000.000	3.500.000	0	15.000.000
Depreciation	8.021.820	8.272.250	3.398.315	0	352.110
Losses	0	0	0	0	0
Other Expenses	4.018.370	6.022.943	7.043.748	1.721.197	12.918.396
Total Expenses	179.523.137	195.064.234	186.559.589	30.871.780	195.539.416

NET SURPLUS

	11.334.404	9.802.006	2.503.273	82.191.044	3.034.843
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MINIMUM OPERATING STANDARDS:

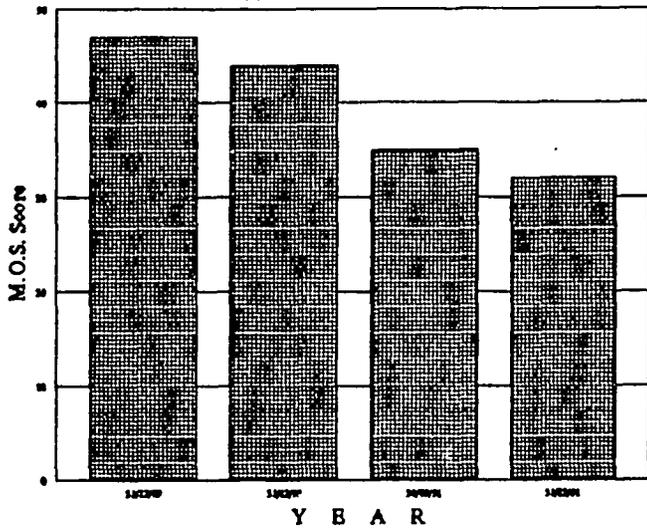
Gr. Return on Working Assets	NA	8,75%	7,54%	5,77%	7,73%
Gross Return on Loans	NA	9,70%	8,39%	7,07%	8,65%
Dividend Rate (Frs/Share - Month)		5,58F	5,14F	0,00F	4,78F
Net Income/Share - Savings	0,58%	0,48%	0,11%	4,76%	0,14%
Expenses/Income Ratio	31,19%	29,66%	29,39%	27,30%	34,92%
Loan Patronage Ratio	37,59%	21,94%	18,36%	23,25%	19,36%
Loans/Share - Savings Ratio	82,77%	73,62%	61,06%	53,41%	53,24%
Loan Delinquency	48,91%	35,91%	33,04%	46,42%	34,31%
Reserves/Loans Ratio	5,42%	6,86%	9,57%	10,35%	13,14%
Ann. Gr. Rate - Membership	NA	11,17%	8,28%	5,32%	-0,37%
Ann. Gr. Rate - Share Savings	NA	5,11%	6,00%	5,48%	-2,71%
Ann. Gr. Rate - Loans Outstanding	NA	-6,50%	-12,09%	-11,74%	-14,99%
Cash Shortage/Total Assets	0,00%	0,00%	0,00%	0,00%	0,00%
Liquidity Ratio	27,58%	28,38%	31,08%	31,88%	36,17%

RATING: (Maximum Score = 100 Points)

	47	44	35	32
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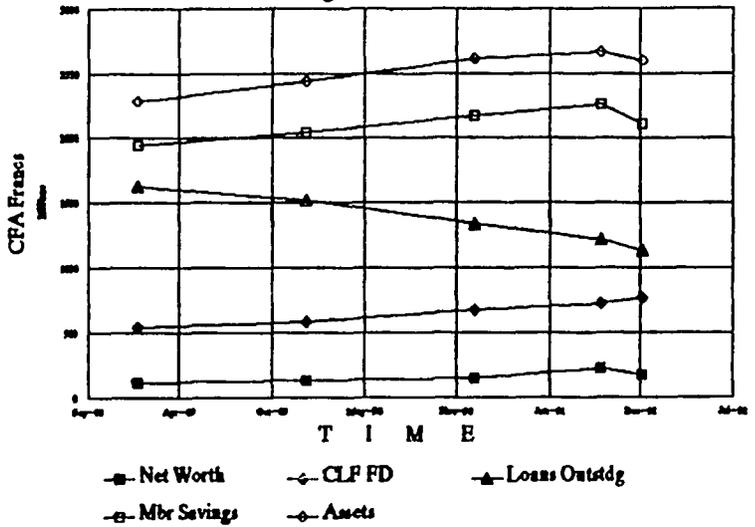
Evolution of M.O.S. Health Index

ABC CREDIT UNION



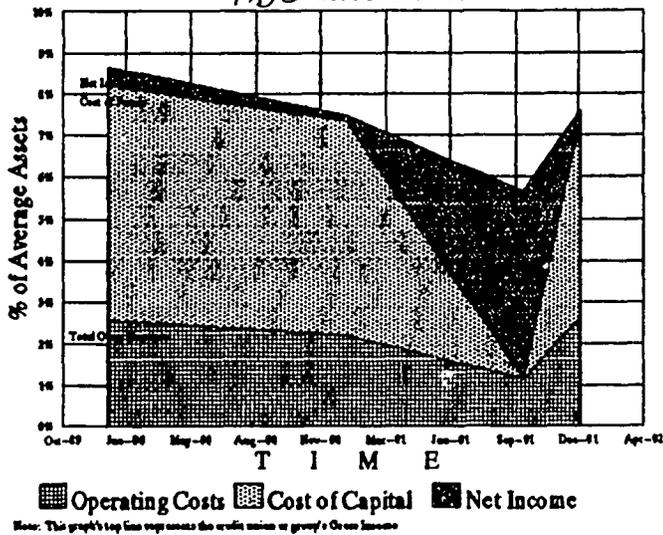
Evolution of Principal Financial Parameters

ABC CREDIT UNION



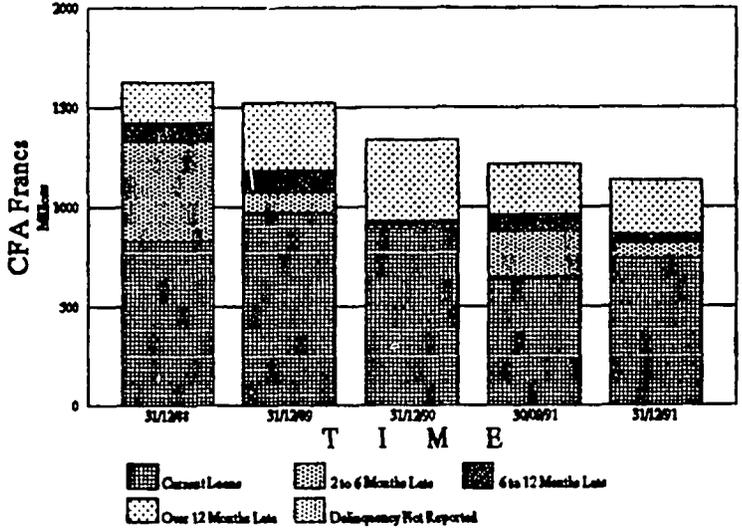
Comparative Spread Analyses

ABC CREDIT UNION



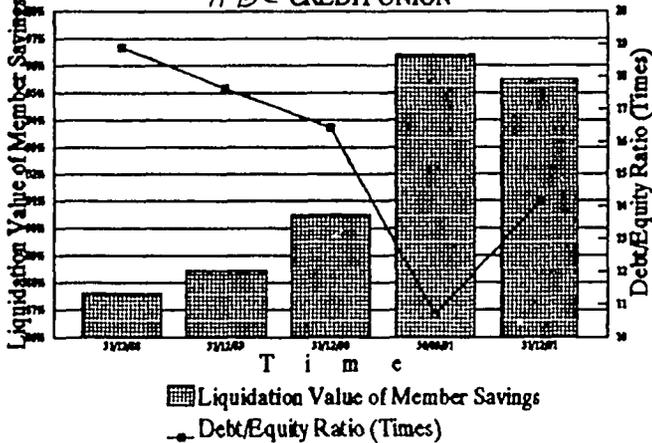
Loan Delinquency Over Time

ABC CREDIT UNION



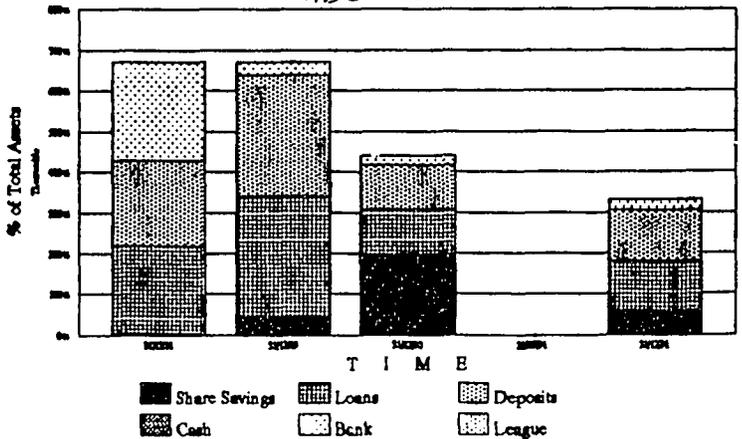
Solvency Ratios over Time

ABC CREDIT UNION



Ledger Differences Over Time as a % of Assets

ABC CREDIT UNION

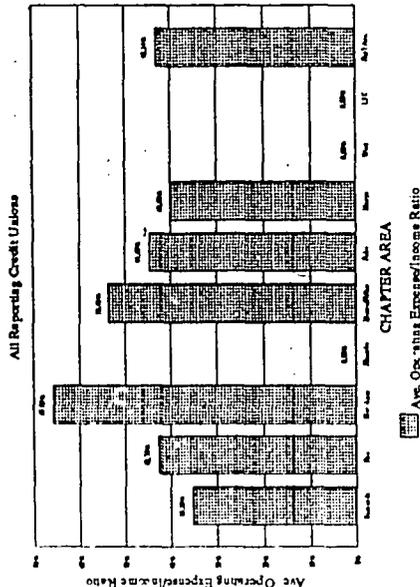


REGIONAL SUMMARY AS ON 31/12/91 FOR All Reporting Credit Unions

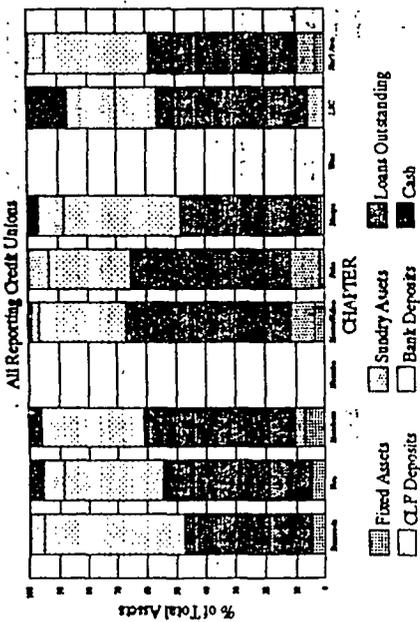
STATISTICAL DATA:	Bamenda		Nso		Memchum		Nkambe		Mamfe/Ndian		Fako		Manyu		West		L-C-S		National		
	Chapter	11	Chapter	5	Chapter	1	Chapter	0	Chapter	18	Chapter	21	Chapter	8	Chapter	0	Chapter	3	Chapter	Totals	
Number of Credit Unions																				67	
Number of Members:																					
Women	3,001		296		0		0	0	1,862		2,231		300		0		0	0		7,480	
Total	10,811		1,312		88		0	0	7,197		13,484		1,477		0		287	0		34,638	
Loans Granted																					
Number	4,328		250		31		0	0	4,131		8,841		639		0		0	0		18,221	
Amount	1,118,272,985		24,107,500		317,500		0	0	880,459,930		2,447,494,628		131,827,813		0		0	0		4,582,480,336	
Abbreviated Balance Sheet:																					
ASSETS:																					
Cash	10,650,161		7,572,229		31,813		0	0	18,620,674		8,423,515		6,858,633		0		0	0		1,884,753	53,819,878
Bank	134,893,495		12,136,678		0		0	0	37,593,471		260,393,301		16,719,187		0		0	0		2,182,888	463,929,020
League Shares & Deposits	1,486,447,824		60,297,698		319,325		0	0	504,752,510		1,088,518,238		79,604,253		0		0	0		1,728,090	3,221,685,936
Insurance Deposit	(9,963)		68,573		0		0	0	1,117,552		2,373,560		130,305		0		0	0		0	3,678,027
Loans Outstanding	1,302,673,217		85,149,578		388,500		0	0	920,130,183		2,079,873,824		91,524,841		0		0	0		6,501,040	4,488,238,983
Payroll Deductions Receivable	0		0		0		0	0	108,180,584		334,381,087		2,051,575		0		0	0		0	448,571,651
Other Assets	11,855,080		570,799		28,625		0	0	31,573,272		65,520,127		2,051,575		0		0	0		728,427	112,325,905
Fixed Assets	147,780,128		7,686,217		4,000		0	0	54,634,717		68,953,812		1,493,885		0		0	0		0	278,552,757
Total Assets	3,094,289,940		173,479,772		788,363		0	0	1,678,612,943		3,808,437,262		198,380,678		0		0	0		12,813,198	9,062,782,157
LIABILITIES & CAPITAL:																					
Member Savings	2,504,388,439		132,471,810		616,232		0	0	1,395,912,689		3,397,719,504		170,699,085		0		0	0		10,891,475	7,602,507,234
Member Deposits	218,787,691		16,378,967		7,518		0	0	16,959,942		16,863,524		6,604,358		0		0	0		449,354	276,051,354
Interest Payable	20,688,391		6,378,800		9,330		0	0	58,832,927		161,616,772		8,455,037		0		0	0		300,246	258,361,503
External Loans Payable	557,285		0		0		0	0	0		5,352,328		0		0		0	0		0	5,909,621
Other Liabilities	139,853,317		482,168		5,875		0	0	18,741,211		28,415,795		703,953		0		0	0		172,592	184,354,711
Member Shares	25,920,145		2,389,525		0		0	0	36,636,355		31,685,150		2,799,375		0		0	0		432,330	100,082,880
Reserves	178,514,958		14,775,242		125,203		0	0	155,718,539		252,310,428		8,152,046		0		0	0		281,965	609,856,381
Y-T-D Surplus	5,591,704		625,260		4,405		0	0	5,511,280		14,473,763		968,925		0		0	0		505,238	27,678,473
Total Liab. & Capital	3,094,289,940		173,479,772		788,363		0	0	1,678,612,943		3,808,437,262		198,380,678		0		0	0		12,813,198	9,062,782,157
Abbreviated Income & Expense Statement:																					
INCOME:																					
Interest on Loans	126,398,408		8,023,188		12,725		0	0	99,325,102		222,728,943		9,917,891		0		0	0		0	468,404,257
Other Interest Income	105,033,569		3,770,878		21,280		0	0	35,893,453		81,200,960		5,414,955		0		0	0		0	231,435,085
Surplus Income	4,122,505		441,707		6,240		0	0	4,978,852		15,301,385		382,361		0		0	0		0	505,238
Total Income	235,552,502		12,235,773		40,225		0	0	140,297,407		319,231,288		15,715,207		0		0	0		0	723,577,938
EXPENSES:																					
Insurance Premium	15,628,981		1,454,747		0		0	0	16,139,650		35,425,348		1,737,337		0		0	0		0	70,384,063
Personnel Costs	24,628,027		1,291,000		0		0	0	22,284,975		39,039,099		1,516,625		0		0	0		0	88,739,725
BoD/Meetings Expenses	11,841,675		1,137,115		8,840		0	0	13,200,843		31,400,773		1,267,770		0		0	0		0	58,858,816
Education, Training & Promotion	68,000		48,000		0		0	0	420,165		3,371,020		63,500		0		0	0		0	383,747,987
Interest Expense	146,855,059		6,378,800		9,330		0	0	59,825,913		162,221,348		6,457,537		0		0	0		0	47,184,949
Bad Debts & Provisions	16,205,215		586,225		1,000		0	0	10,314,349		19,813,759		264,101		0		0	0		0	8,408,349
Depreciation	587,331		233,784		0		0	0	3,602,503		3,602,599		402,132		0		0	0		0	494,654
Losses	67,710		0		0		0	0	230,000		186,944		0		0		0	0		0	34,112,247
Other Expenses	14,070,800		500,842		18,650		0	0	8,787,939		9,686,838		1,049,380		0		0	0		0	695,899,165
Total Expenses	229,860,798		11,610,513		35,820		0	0	134,786,127		304,757,525		14,748,382		0		0	0		0	27,678,473
NET SURPLUS	5,591,704		625,260		4,405		0	0	5,511,280		14,473,763		968,925		0		0	0		505,238	
MINIMUM OPERATING STANDARDS:																					
Expenses/Income Ratio	35.28%		42.76%		85.85%		0.00%	0.00%	53.43%		44.95%		40.03%		0.00%		0.00%	0.00%	0.00%	43.14%	
Loan Patronage Ratio	28.08%		40.85%		38.84%		0.00%	0.00%	53.58%		51.46%		30.47%		0.00%		0.00%	0.00%	0.00%	42.85%	
Loans/Share - Savings Ratio	51.48%		63.14%		62.72%		0.00%	0.00%	64.67%		60.65%		52.75%		0.00%		0.00%	0.00%	0.00%	58.24%	
Loan Delinquency	33.96%		33.75%		16.95%		0.00%	0.00%	28.07%		19.10%		18.44%		0.00%		0.00%	0.00%	0.00%	13.59%	
Reserves/Loans Ratio	13.70%		17.35%		32.39%		0.00%	0.00%	16.92%		12.13%		8.91%		0.00%		0.00%	0.00%	0.00%	4.03%	
Cash Shortage/Total Assets	0.00%		0.32%		0.21%		0.00%	0.00%	1.71%		0.36%		0.4%		0.00%		0.00%	0.00%	0.00%	4.78%	
Liquidity Ratio	35.44%		31.55%		43.71%		0.00%	0.00%	28.86%		29.63%		33.67%		0.00%		0.00%	0.00%	0.00%	15.52%	
RATING: (Maximum Score = 100 Points)	33		36		18		0	0	31		37		30		0		0	0		19	22

Regional (Chapter) Breakdowns as of 31/12/91 For All Reporting Credit Unions

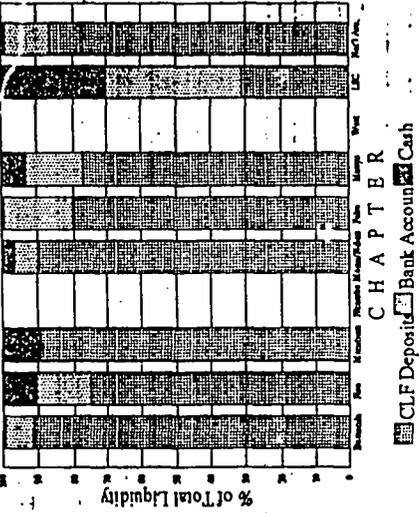
Operating Expenses/Income Ratios by Chapter



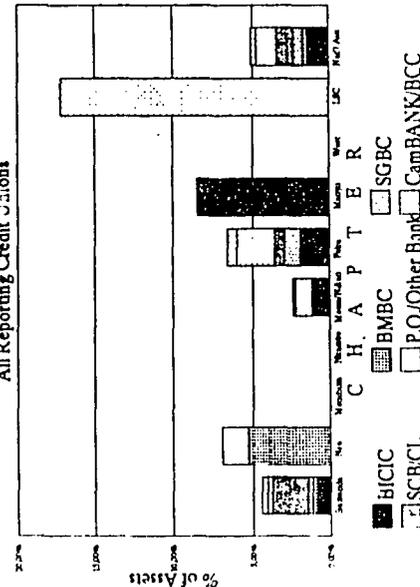
Relative Asset Composition by Chapter



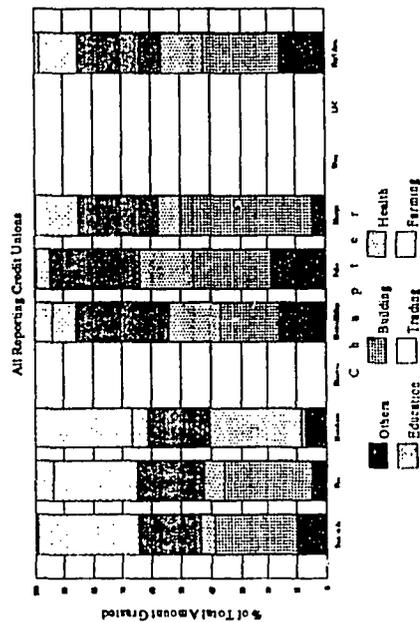
Relative Composition of Liquidity by Chapter



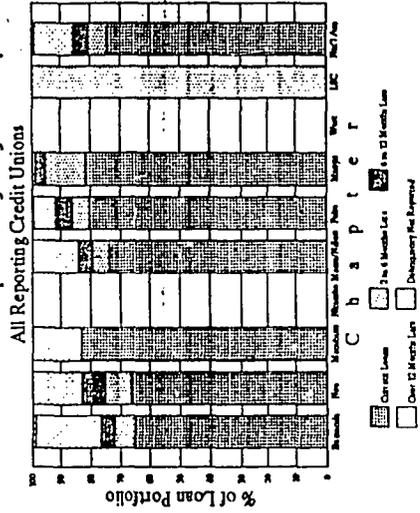
Bank Deposits by Financial Institution and Chapter



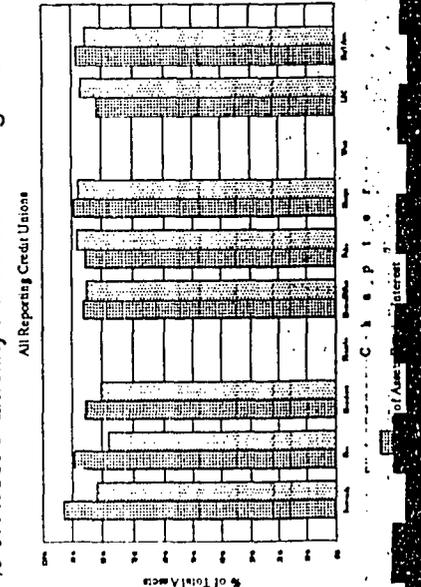
Amount of Loans Granted by Chapter & Purpose



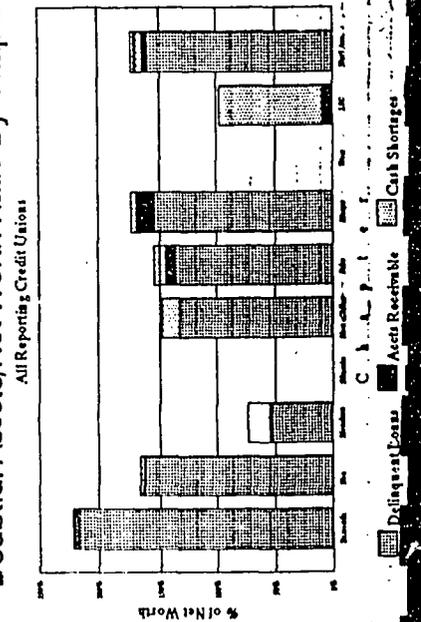
Loan Delinquency by Chapter



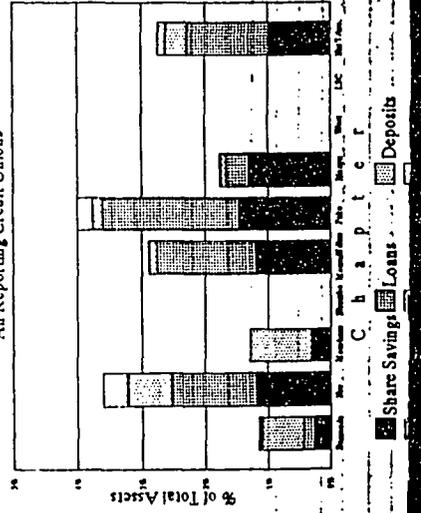
% of Asset & Liability Portfolios Bearing Interest



Doubtful Assets/Net Worth Ratio By Chapter



Chapter-Wide Ledger Differences as a % of Assets



ATTACHMENT C

**LOTUS 1-2-3 CREDIT UNION PERFORMANCE INDEX LOOKUP TABLE:
PERFORMANCE CATEGORY & SCORE:**

<u>PERFORMANCE INDICATOR:</u>	--1--	--2--	--3--	--4--	--5--	--6--	--7--	--8--
1. MEMBER GR. RATE SCORE	-100,00 -3,00	0,00 0,00	5,00 1,00	10,00 2,00	15,00 3,00	1000,00 3,00		
2. SAVINGS GR. RATE SCORE	-100,00 -3,00	0,00 0,00	5,00 1,00	10,00 2,00	15,00 3,00	1000,00 3,00		
3. LOAN GROWTH RATE SCORE	-100,00 -3,00	0,00 0,00	5,00 1,00	10,00 2,00	15,00 4,00	20,00 4,00		
4. LOANS/SAVINGS RATIO SCORE	0,00 0,00	25,00 2,00	40,00 5,00	65,00 10,00	70,00 9,00	80,00 5,00	100,00 -5,00	200,00 -10,00
5. FD/SS RATIO SCORE	0,00 1,00	10,00 3,00	25,00 5,00	26,00 4,00	30,00 0,00	35,00 -5,00	50,00 -10,00	200,00 -10,00
6. PATRONAGE RATIO SCORE	0,00 0,00	10 2,00	20,00 4,00	30,00 6,00	40,00 8,00	50,00 10,00	60,00 10,00	100,00 8,00
7. INTEREST COLLECT RATE SCORE	0,00 0,00	25,00 3,00	50,00 5,00	75,00 10,00	90,00 15,00	100,00 15,00	300,00 15,00	
8. EXP-INC RATIO SCORE	0,00 0,00	15,00 7,00	25,00 10,00	35,10 6,00	50,00 0,00	100,00 -10,00	150,00 -10,00	
9. RES/LOANS SCORE	0,00 0,00	3,00 2,00	6,00 4,00	9,00 6,00	15,00 10,00	25,00 8,00	100,00 6,00	
10. DIVIDEND SCORE	9,00 0,00	1,00 3,00	2,00 6,00	3,00 9,00	4,00 12,00	5,00 15,00	10,00 15,00	
11. LN-DEL SCORE	0,00 -15,00	60,00 -10,00	70,00 0,00	80,00 10,00	90,00 15,00	100,00 15,00		

TYPE	CU	Credit Union	% MEMBER GROWTH	% SSAV GROWTH	% LOAN GROWTH	% LOANV SSAV	% FDV SSAV	% PATRON- AGE	% INTEREST COLLECT	% EXPY INCOME	% RESRVS LOANS	CFA DIV RATE	LOAN DELIN- QUENCY	CREDIT UNION SCORE
144	18	W	SONARA	3	1	4	9	3	10	15	6	2	15	83
42	2	W	BAI ESTATE	3	2	1	10	(5)	10	15	10	8	12	81
51	11	W	LOBB ESTATE	0	2	1	5	4	10	15	10	4	15	81
111	6	W	CAMSTEEL	3	3	4	10	3	0	15	7	2	15	77
90	4	U	KIMBO POLCE	3	2	0	10	4	10	0	10	6	15	75
117	12	W	KIBNKR	3	3	4	5	3	0	15	7	2	15	72
142	16	W	NAT.PORTS AUTH.	(3)	2	4	5	0	10	15	6	2	15	71
135	9	W	EKONA RESEARCH	(3)	(3)	0	5	0	10	15	10	6	15	70
36	36	R	SANTA CENTRAL	3	3	2	2	0	4	15	6	10	15	70
46	6	W	CDC MBONGE	(3)	(3)	(3)	10	0	10	15	6	4	15	66
138	12	W	MISSELLELE	(3)	1	2	5	3	10	15	10	4	9	66
41	1	W	AGRIC WORKERS	(3)	(3)	(3)	10	0	10	15	10	4	15	65
129	3	W	BOTA ENGINEERING	(3)	0	1	5	4	10	10	10	6	12	65
133	7	W	CUSTOMS VICTORIA	2	3	1	0	5	10	15	7	4	15	62
40	3	R	NKAMBE	1	3	4	5	4	4	15	6	8	12	62
39	2	W	PMU TEA	(3)	1	0	5	5	10	0	10	6	12	61
143	17	W	NDO VICTORIA	(3)	(3)	(3)	5	(5)	10	10	10	10	15	61
130	4	W	BOTA HEAD OFFICE	(3)	(3)	(3)	10	4	10	15	6	2	12	60
25	25	R	MBEME	3	(3)	4	5	(5)	0	15	10	6	15	60
71	12	R	MBINGO	3	3	4	10	3	0	15	7	0	15	60
58	18	W	TIMBER INDUSTRIES	(3)	(3)	(3)	10	0	10	10	10	2	12	60
76	17	R	TINFOINBI	(3)	(3)	2	5	3	6	15	7	2	15	59
9	9	R	BAFUT	(3)	3	4	5	0	4	10	10	10	15	58
147	21	U	TIKO PROGRESSIVE	0	0	(3)	5	4	8	15	6	10	12	57
22	22	W	CCAST/AGRIC	0	2	4	5	4	0	10	0	4	12	56
31	31	R	NJINDOM	2	3	1	0	0	0	15	10	10	15	56
16	16	W	BAMUNKA	2	1	2	5	(5)	6	0	6	8	15	55
141	15	W	MUNGO CENTRAL	(3)	(3)	0	10	0	10	10	6	6	9	55
82	5	W	MAMFE PWD	2	3	4	5	5	0	15	6	2	12	54
98	12	R	MELIM	0	2	4	5	0	8	10	6	4	0	54
54	14	W	NDIAN ESTATE	(3)	1	(3)	9	4	0	10	6	6	9	54
29	29	R	NGWO	1	3	4	5	0	0	10	0	10	6	54
120	15	R	MANJO	2	1	2	5	0	0	5	10	6	12	53
145	19	W	TIKO CENTRAL	(3)	(3)	(3)	5	0	10	15	6	6	9	52
149	23	W	TOLB TEA	(3)	(3)	(3)	5	0	10	10	10	4	12	52
93	7	R	KITIWUM	1	3	2	5	4	0	10	10	4	12	51
81	4	W	MAMFE POLICE	2	2	4	5	0	0	15	10	2	0	50
148	22	W	TIKO UNITED	(3)	(3)	(3)	5	4	10	10	6	2	12	50
1	1	R	AGYATI	2	3	(3)	0	(10)	6	15	7	2	12	49
38	1	W	DUMBO RANCH	(3)	3	2	2	(10)	0	15	10	2	12	48
35	35	R	NTARIKON	3	3	1	2	4	4	10	10	6	15	48
106	1	W	AMBECCU	3	3	4	5	1	0	0	10	0	6	47
112	7	U	DSHANG	0	0	0	10	5	10	0	10	2	0	47
77	18	R	WOMBONG	0	0	(3)	9	4	10	15	6	4	12	47
14	14	W	BAMENDA POLICE	3	2	1	5	4	6	10	6	6	12	45
136	10	W	MEANJA	(3)	(3)	(3)	5	0	10	15	6	6	12	45
102	16	R	SHISONG	0	1	0	9	4	0	0	0	6	15	45
55	15	R	NGUSI	1	3	2	9	4	0	15	0	4	6	44
103	17	R	SHIY	1	0	(3)	10	5	10	10	6	6	9	44
37	37	W	SANTA C.ESTATE	2	2	0	5	0	10	15	7	2	15	43
89	3	R	KIKAIKELAKI	0	3	4	5	(5)	4	0	6	10	15	42
123	18	W	PENDABOKO	(3)	(3)	0	5	4	0	15	6	6	12	42
57	17	W	FMO KUMBA	(3)	(3)	(3)	10	4	0	5	6	4	12	42
126	21	W	SOCAPALM TILLO	3	3	4	5	3	8	15	10	0	6	42
2	2	R	AKUM	3	3	4	5	3	4	0	6	8	15	41
125	20	W	SOCAPALM MBONGO	0	1	0	5	3	0	10	6	4	12	41
65	6	R	ASHING	(3)	3	2	9	4	0	10	6	10	9	40
87	1	R	DJOTTIN	3	0	(3)	2	(5)	0	10	6	8	9	40
47	7	R	EBONJE EBUL	(3)	(3)	0	10	4	2	15	10	10	9	39
95	9	R	MANCHOK OKU	1	2	4	5	(5)	0	15	7	10	15	39
53	13	W	MUKONJB	(3)	(3)	(3)	5	0	0	15	0	6	12	39
101	15	R	NKAR	1	2	2	9	4	10	5	6	6	9	39
12	12	R	BAMBILI	3	3	0	5	3	0	5	10	4	15	38
79	2	R	BASSUI	1	2	1	5	4	0	0	0	4	6	38
30	30	R	NJAH-ETU	1	3	4	2	0	0	0	10	6	12	38
5	5	R	AWING	1	2	(3)	5	(5)	0	0	6	6	15	37
118	13	R	KEKEM	1	0	0	5	0	6	15	0	10	15	37
27	27	R	MISAJB	1	3	4	5	(10)	0	10	6	6	12	37
140	14	W	MUNDAME	(3)	(3)	(3)	5	0	10	10	6	6	9	37

TYPE OF CU	Credit Union Name	%	%	%	%	%	%	%	%	%	CFA	LOAN CREDIT	
		MEMBER GROWTH	SSAV GROWTH	LOAN GROWTH	LOAN/ SSAV	FDV SSAV	PATRON- AGR	INTEREST COLLECT	EXP/ INCOME	RESRVS/ LOANS	DIV RATE	DELIN- QUENCY	UNION SCORE
69	10 R	0	(3)	(3)	5	(5)	10	15	6	6	15	(10)	36
6	6 U	1	0	(3)	5	4	6	5	10	2	15	(10)	35
105	19 R	2	1	1	5	4	0	10	6	4	12	(10)	35
33	33 R	1	3	4	10	0	4	5	6	4	12	(15)	34
60	1 R	(3)	(3)	(3)	5	0	10	10	10	10	12	(15)	33
43	3 R	1	1	1	0	(10)	4	15	7	8	6	0	33
73	14 R	2	(3)	(3)	5	(10)	4	15	10	8	15	(10)	33
139	13 W	(3)	(3)	(3)	5	(5)	4	10	6	10	12	0	33
100	14 R	0	0	(3)	9	4	8	5	6	10	9	(15)	33
107	2 R	3	3	4	2	1	2	0	0	2	0	15	32
58	9 R	3	3	4	5	4	8	0	10	10	0	(15)	32
85	8 R	1	1	(3)	0	3	0	0	6	8	15	0	31
52	12 R	1	0	(3)	5	4	8	10	0	2	3	0	30
99	13 R	(3)	1	2	5	5	4	0	0	6	9	0	29
74	15 R	1	2	4	9	(5)	4	3	7	6	12	(15)	28
13	13 R	3	3	0	2	4	4	5	6	6	9	(15)	27
128	2 W	(3)	(3)	0	5	4	10	10	0	4	0	0	27
75	16 R	(3)	(3)	(3)	5	4	8	5	7	10	12	(15)	27
62	3 R	0	0	1	5	(10)	6	5	0	10	9	0	26
8	8 R	0	2	4	2	(10)	0	15	10	6	12	(15)	26
134	8 W	(3)	(3)	(3)	5	(5)	10	5	10	8	12	(10)	26
17	17 R	0	(3)	4	2	(10)	2	0	7	8	15	0	25
18	18 R	2	1	(3)	5	0	8	0	6	6	15	(15)	25
70	11 R	0	(3)	(3)	9	4	0	0	6	10	12	(10)	25
88	2 R	(3)	(3)	(3)	10	0	8	5	6	10	9	(15)	24
49	9 W	(3)	(3)	(3)	10	0	8	5	6	10	9	(15)	24
122	17 W	2	3	4	5	3	0	5	0	2	15	(15)	24
124	19 R	0	(3)	(3)	0	(5)	0	0	6	6	12	10	23
61	2 R	0	1	(3)	10	4	8	5	0	6	6	(15)	22
23	23 R	2	2	(3)	2	(10)	0	0	10	8	0	10	21
150	24 V	1	(3)	(3)	5	0	4	10	6	4	12	(15)	21
137	11 W	(3)	0	1	5	4	10	5	0	10	3	(15)	20
3	3 R	0	3	(3)	0	(10)	0	15	10	10	9	(15)	19
63	4 R	0	(3)	1	10	0	6	3	6	8	3	(15)	19
11	11 R	0	3	4	2	(5)	0	0	7	8	15	(15)	19
34	34 R	2	1	4	2	(5)	4	0	0	6	15	(10)	19
21	21 R	3	3	4	2	(10)	0	0	10	6	15	(15)	18
131	5 U	1	(3)	(3)	5	0	6	5	6	4	12	(15)	18
132	6 W	(3)	(3)	(3)	9	4	6	5	0	6	9	(15)	15
72	13 R	0	1	4	10	3	0	5	0	4	3	(15)	15
116	11 W	2	(3)	4	5	3	0	0	0	0	3	0	14
50	10 U	0	(3)	(3)	10	(5)	10	5	0	6	9	(15)	14
96	10 R	0	3	4	5	(5)	0	5	0	6	6	(10)	14
146	20 W	(3)	0	(3)	10	3	10	0	0	0	6	(10)	13
92	6 R	(3)	1	(3)	2	(5)	4	15	6	10	0	(15)	12
26	26 R	1	3	4	5	(10)	0	5	7	0	12	(15)	12
32	32 R	0	3	0	5	4	0	0	0	6	9	(15)	12
121	16 U	0	0	(3)	5	(5)	0	5	6	6	12	(15)	11
114	9 U	0	0	0	9	1	0	15	0	0	0	(15)	10
44	4 R	0	(3)	(3)	9	4	10	0	0	4	3	(15)	9
97	11 R	(3)	1	2	9	3	8	0	0	0	3	(15)	8
83	6 W	(3)	3	(3)	2	(5)	0	10	6	0	12	(15)	7
56	16 R	(3)	(3)	(3)	5	0	0	5	6	6	9	(15)	7
4	4 R	3	(3)	0	5	0	0	0	10	6	0	(15)	6
127	1 U	1	(3)	1	0	4	0	5	0	4	9	(15)	6
119	14 R	0	1	0	10	4	0	0	0	6	0	(15)	6
104	18 R	0	1	1	10	3	4	0	0	2	0	(15)	6
80	3 R	0	1	2	5	(10)	0	0	0	8	9	(15)	5
84	7 R	0	0	(3)	5	4	4	0	0	10	0	(15)	5
64	5 R	0	0	2	5	(10)	2	0	6	8	6	(15)	4
66	7 R	(3)	(3)	(3)	5	(10)	0	5	7	6	15	(15)	4
48	8 U	(3)	(3)	(3)	5	(5)	4	5	6	6	6	(15)	3
59	19 R	(3)	(3)	(3)	9	3	6	3	0	6	0	(15)	3
45	5 R	0	(3)	(3)	5	(5)	10	3	0	6	3	(15)	1
94	8 R	0	(3)	(3)	9	0	0	3	6	4	0	(15)	1
7	7 R	(3)	0	0	10	(5)	4	0	0	6	3	(15)	0
108	3 R	0	(3)	4	5	1	2	0	0	6	0	(15)	0
28	28 R	0	0	0	0	(10)	0	0	0	8	15	(15)	(2)
24	24 R	(3)	(3)	0	0	(5)	0	0	0	6	12	(10)	(3)

TYPE OF CU	Credit Union Name	% MEMBER GROWTH	% SSAV GROWTH	% LOAN GROWTH	% LOAN SSAV	% FD/SSAV	% PATRON-AGE	% INTEREST COLLECT	% EXP/INCOME	% RESRVS/LOANS	CFA DIV RATE	LOAN DELIN- QUENCY	CREDIT UNION SCORE
67 8 R	BOBONG	(3)	(3)	(3)	5	(10)	0	10	0	8	6	(15)	(5)
19 19 R	BAYELLE	(3)	(3)	(3)	2	(10)	0	0	7	2	15	(15)	(8)
10 10 R	BALI CENTRAL	(3)	(3)	2	5	(10)	0	0	7	8	0	(15)	(9)
91 5 R	KIMBO TOWM	1	3	0	0	(5)	0	0	0	6	0	(15)	(10)
109 4 R	BANWA-FONTI	0	(3)	0	0	1	0	0	6	0	0	(15)	(11)
110 5 R	BHPANDA	0	0	0	5	(10)	0	0	0	8	0	(15)	(12)
20 20 R	BIG BABANKI	1	1	0	0	(10)	0	0	0	8	0	(15)	(15)
70 1 R	BAKHBE	0	1	0	0	(10)	0	0	0	6	0	(15)	(18)
113 8 W	EBOLOWA POLICE	(3)	(3)	(3)	5	1	0	0	0	8	0	(15)	(19)
86 9 R	OSSING	0	1	(3)	0	(10)	0	0	0	0	0	(15)	(24)
15 15 R	BAMESSING	0	1	0	0	(10)	0	0	0	0	0	(15)	(25)
115 10 R	FOLENTCHA	(3)	2	0	0	1	0	0	(10)	0	0	(15)	(25)
	COUNT	150	150	150	150	150	150	150	150	150	150	150	150
	AVERAGE	(0)	0	0	5	(1)	4	7	5	6	9	(4)	31
	MAXIMUM	3	3	4	10	5	10	15	10	10	15	15	83
	MINIMUM	(3)	(3)	(3)	0	(10)	0	0	(10)	0	0	(15)	(25)

ATTACHMENT D

PROJECT AGREEMENT
BETWEEN
THE REPUBLIC OF CAMEROON
AND
THE WORLD COUNCIL OF CREDIT UNIONS
FOR
CREDIT UNION MOVEMENT DEVELOPMENT

DATED : January 20, 1987

ACCORD DE PROJET
ENTRE
LA REPUBLIQUE DU CAMEROUN
ET
LE CONSEIL MONDIAL DES COOPERATIVES D'EPARGNE ET DE CREDIT
POUR
LE DEVELOPPEMENT DU MOUVEMENT DES CAISSES POPULAIRES

DATE DU: 20 janvier, 1987

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ANNEXE 1: DESCRIPTION DU PROJET

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PROJECT AGREEMENT

ACCORD DE PROJET

Dated: January 20, 1987

Daté du: 20 janvier, 1987

Between

Entre

THE REPUBLIC OF CAMEROON

LA REPUBLIQUE DU CAMEROUN

And

Et

THE WORLD COUNCIL OF CREDIT UNIONS
("WOCCU")

LE CONSEIL MONDIAL DES COOPERA-
TIVES D'EPARGNE ET DE CREDIT
("WOCCU")

Article 1: The Agreement

Article 1: L'Accord

The purpose of this Agreement is to set out the understandings of the parties named above ("Parties") with respect to the understanding of the project described below to be initially financed by the UNITED STATES OF AMERICA, acting through the Agency for International Development ("A.I.D.") and CANADA, acting through the Canadian International Development Agency ("C.I.D.A.") via the Cooperative Union of Canada ("C.U.C").

Le but du présent Accord est de définir les termes de l'entente entre les parties ci-dessus mentionnées ("Parties") en ce qui concerne la mise en oeuvre du projet décrit ci-dessous qui sera au debut financé par les ETATS-UNIS D'AMERIQUE, agissant par l'intermédiaire de l'Agence pour le Developpement International ("A.I.D.") et par le CANADA, agissant par l'intemédiare de Agence Canadien pour le Développement International ("A.C.D.I.") via Coopérative du Canada ("C.U.C").

Article 2: Project Purposes

Article 2: Les Intentions du Projet

The project purposes, which are further described in Attached 1, are as follows:

Le projet, ci-après décrit dans l'Annexe 1, a deux but principaux:

- Strengthening of Cameroon's national and regional credit union movement structures so that they continue to provide needed services to their members.
 - Expansion of the credit union network served by CamCCUL, both within its present area of operation and in not yet affected areas.
 - Sophistication of services rendered to members by CamCCUL through its affiliates.
- Le Renforcement des structures nationales et régionales du mouvement Camerounais des caisses populaires afin qu'elles continuent de fournir les services essentiels requis par leur aadhérents.
 - L'Expansion du réseau des caisses populaires servi par la CamCCUL, et dans son domaine d'action actuel et dans des zones pas encore touchées.
 - L'Amélioration des services rendus aux adhérents des caisses populaires par la CamCCUL à travers de ses affiliées.

Article 3: The Grant

To assist the Cameroon Cooperative Credit Union League (CamCCUL) in meeting the costs of carrying out the project, at this time WOCCU (initially through the Cooperative Union of Canada and the Credit Union National Association of the United States) agrees to grant to CamCCUL a sum not to exceed Three Million Nine Hundred Thousand United States (U.S.) Dollars (\$3,900,000) (Grant), of which at least Seven Hundred Thousand U.S. Dollars (\$700,000) will be provided in the first year, subject to availability of funds from A.I.D. and C.I.D.A. for this purpose (See Annex I for an annual breakdown of the project grant).

Article 4: Responsibilities of Parties

The World Council of Credit Unions ("WOCCU"), will provide the Cameroon Cooperative Credit Union League, Ltd., for the purposes of project implementation, as and when funds are available, the following:

- Eleven person-years of resident technical assistance, and all appropriate support costs (e.g., housing, travel, equipment, office supplies, training materials, etc.) of the resident advisors, as per the final project proposal.
- Partial payment of CamCCUL's operating expenses approximately as per the schedule shown in Annex I.
- Training of CamCCUL staff.
- Assistance in the enhancement and improvement of the training, promotion, and membership education functions of the League.
- Assistance in the enhancement of the operations of the League's Central Finance Service.

Article 3: La Subvention

Afin d'aider la Ligue de Caisses Populaires du Cameroun (CamCCUL) à faire face aux dépenses encourues pour mener à bien le projet, en ce temps le WOCCU (au début par l'Union Coopérative du Canada et l'Association National des Caisses Populaires du Etats-Unis) convient d'accorder à la CamCCUL une subvention que ne devra pas excéder trois millions neuf cent mille dollars des Etats-Unis (3.900.000 dollars U.S.) (Subvention) dont au moins sept cent mille dollars U.S. (700.000 dollars U.S.) seront accordés pendant la première année pourvu que ces fonds soient rendus disponibles par l'A.I.D. et l'A.C.D.I. pour le projet (Voir l'Annexe I pour une répartition annuelle de la subvention du projet).

Article 4: Responsabilités des Parties

Le Conseil Mondial des Coopératives d'Epargne et de Crédit ("WOCCU") fournira à la Ligue de Caisses Populaires du Cameroun (CamCCUL), pour la mise en application du projet, lorsque et quand les fonds seront disponibles, ce qui suit:

- Onze années-personne d'assistance par des experts résidents, ainsi que tous les frais de soutien nécessaires (logement, transport, équipement, matériels de formation, et fournitures de bureau, etc.) pour les conseillers résidents, conformément à la proposition finale de projet.
- Paiement partiel des frais de fonctionnement de CamCCUL approximativement selon de tableau montré à l'Annexe I.
- Formation des cadres de CamCCUL.
- Assistance à l'amélioration et au perfectionnement des fonctions de la formation du promotion et de l'éducation des adhérents de la Ligue.
- Assistance au perfectionnement des opérations de la Caisse Central de la Ligue.

- Purchase of necessary office equipment and commodities.
 - Expansion of the League's Productive Credit Programme.
 - Expansion of the cooperative savings and credit idea into new areas of Cameroon.
 - Decentralization of the League's operations.
 - Improvement of the quality of League supervision of credit unions through better audits and control and provision to credit unions of shared management services.
 - Improvement of the planning function in the credit union movement in Cameroon.
 - Improvement and expansion of the risk management programme.
 - Assistance in development of various other League services, as necessary.
- Achat des équipements nécessaires de bureau et de transport.
 - Expansion du Programme de Crédit Productif de la Ligue.
 - Expansion de l'idée de l'épargne et de crédit coopérative dans les nouvelles zones au Cameroun.
 - Décentralization des opérations de la Ligue.
 - Amélioration de la qualité du surveillance des caisses populaires par la Ligue à travers des meilleurs vérifications et contrôles et provision aux caisses populaires des services de gestion partagé.
 - Amélioration de la fonction de planification dans le mouvement des caisses populaires au Cameroun.
 - Amélioration et expansion du programme de gestion des risques.
 - Assistance au développement d'autres services de la Ligue, selon les besoins

The Government of the Republic of Cameroon agrees to provide the following:

Le Gouvernement de la République du Cameroun fournira ce qui suit comme sa contribution au projet:

- Assistance, when appropriate, in recruiting suitable candidates for CamCCUL positions.
 - Duty-free import of project-related equipment and commodities required for successful completion of the project.
 - Duty-free import of personal and household effects for the WOCCU advisors.
 - Tax exempt status for the WOCCU advisors.
 - An annual audit of the League's accounts.
 - CamCCUL use of government facilities and staff as may be necessary to train CamCCUL and credit union personnel, leadership, and members.
- Assistance selon les besoins pour le recrutement de candidats remplissant les conditions requises pour des postes au sein du personnel de la Ligue.
 - L'Exemption des taxes douanières pour l'importation d'effets personnels et ménagers appartenant aux conseillers fournis par la WOCCU.
 - Le statut d'exemption fiscale pour les conseillers fournis par la WOCCU.
 - Une vérification annuelle des comptes de la Ligue.
 - L'Utilisation par la Ligue de l'infrastructure et du personnel gouvernementaux dans le cas où le requiert la formation du personnel, des cadres et des adhérents de la Ligue, aussi bien qu'ceux des caisses populaires.

Article 5: Language of Interpretation

This Project agreement is prepared in English and French. The English version shall be considered controlling for purposes of interpretation.

WITNESS WHEREOF, the Republic of Cameroon and the World Council of Credit Unions, each through its duly authorized representatives, have caused this Agreement to be signed in their names and delivered as of the day and year first written above.

THE WORLD COUNCIL OF CREDIT UNIONS

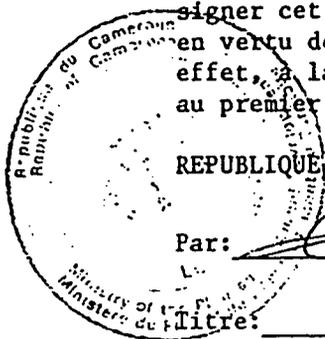
By: [Signature]

Title: Chief Executive Officer

Article 5: Langage d'Interprétation

Le présent Accord de Projet est préparé en Anglais et en Français. En cas du litige, seule la version anglaise sera foi.

EN FOI DE QUOI, la Republique du Cameroun et le Conseil Mondial des Coopératives d'Epargne et de Crédit, chacun agissant par l'intermédiaire de leurs représentants dûment mandatés, sont fait établir et signer cet Accord en bonne et due forme en vertu des pouvoirs dûme conférés à cet effet, à la date et à l'année indiquées au premier lieu ci-dessus.



REPUBLIQUE DU CAMEROUN

19 DEC. 1986

Par: [Signature]
M. S. BAYATOU

Title: _____

ANNEX I

PROJECT DESCRIPTION

A. PURPOSE OF PROJECT

Credit unions, as non-profit, democratically-run cooperatives organized to serve their members, have proven themselves to be effective vehicles for development by serving two basic needs: (1) a safe place for people to deposit and earn a reasonable return to their savings, now approaching 7 billion CFA Francs in some 225 credit unions, and (2) a source of credit for provident and productive purposes. During the past decade, more than 10 billion CFA Francs have been granted to credit union members from their own savings, an increasing proportion of which has been for productive investment. Without credit unions, much of these savings would have remained uninstitutionalized -- buried in the ground or hidden in houses -- and have been of little use in Cameroon's development.

This project's general purpose, then, is to sustain the progress made to date by assisting the Cameroon Cooperative Credit Union League (CamCCUL), the secondary service cooperative operating at present in the Littoral, North West, South, South West, and West Provinces, to improve its own internal management capability, as well as improve the supervision and services it provides to its affiliated credit unions. By so doing, an effective vehicle for development will in turn have been established. The project's general purpose can be further refined, then, into the following specific purposes:

- a. Strengthening of Cameroon's national and regional credit union movement structures so that they continue to provide needed services to their members;

ANNEXE I

DESCRIPTION DU PROJET

A. INTENTION DU PROJET

Les caisses populaires, qui sont des coopératives à but non-lucratif, gérées démocratiquement et organisées pour servir leurs adhérents, se sont montrées des véhicules efficaces de développement en servant deux besoins de base: (1) Un endroit sûr où les gens peuvent déposer leur épargne, dont le montant s'élève à environ 7 milliard de Francs CFA répartis sur près de 225 caisses populaires, et en tirer un intérêt raisonnable; et (2) une source de crédit pour des objectifs de prévoyance et de production. A cours de la dernière décennie, plus de 10 milliards de Francs CFA de prêt provenant de leur propre épargne ont été attribués aux adhérents des caisses populaires; une partie de plus en plus importante était destinée un investissement de production. Sans les caisses populaires, la plus grande partie de cette épargne serait restée hors des institutions financières -- enterrée au cachée où cachée dans les maisons -- et aurait été du peu d'utilité pour le développement du Cameroun.

C'est pourquoi le but général de ce projet est de soutenir les progrès accomplis jusqu'à présent en aidant la Ligue des Caisses Populaires du Cameroun (CamCCUL), la coopérative de services secondaires fonctionnant actuellement dans les Provinces du Littoral, du Nord Ouest, du Sud, du Sud Ouest, et de l'Ouest, à améliorer sa capacité de gestion interne, ainsi que la supervision et les services qu'elle fournit à ses caisses populaires affiliées. Ce faisant, un véhicule efficace de développement aura à son tour été établi. Le but général du projet peut ainsi être exprimé en ces buts spécifiques:

- a. Renforcement des structures nationales et régionales du mouvement Camerounais de caisses populaires afin qu'elles continuent de fournir les services essentiels requis par leur adhérents;

- b. Expansion of the credit union network served by CamCCUL, both within its present area of operation and in not yet affected areas; and,
- c. Sophistication of services rendered to credit union members by CamCCUL through its affiliates.

The major activities to be undertaken during this institutional development project include the promotion and expansion of the credit union movement into new areas, expansion of CamCCUL's Productive Credit (P.C.) Programme; strengthening of CamCCUL's central financial (lending, risk management, and accounting) services; closer coordination of credit union activities in both the present and new areas; training of CamCCUL and credit union personnel and directors; and education of credit union members.

As a result of these activities, local credit union personnel and directors will be better able to adequately manage and direct society activities. This will enable credit unions to more fully serve the community by strengthening their role as vital community service organizations; providing savings, credit and other financial services to a growing number of families.

B. PROJECT OBJECTIVES

The project's activities are based on CamCCUL's second five-year development plan. This plan calls for the following objectives:

1. Expand and improve the training function of the League.
2. Expand and improve the promotion and membership education function of the League.
3. Enhance the operations of CamCCUL's central finance service.

- a. Expansion du reseau des caisses populaires servi par la CamCCUL et dans son domaine d'action actuel et dans les zones pas encore touchées; et
- c. Amélioration des services rendus aux adhérents des caisses populaires par la CamCCUL à travers de ses affiliées.

Les activités principales que seront réalisées au cours de ce projet de développement institutionnel comprennent: la promotion du mouvement des caisses populaires dans des nouvelles zones; l'expansion du programme de Crédit Productif (C.P.) de la CamCCUL; le renforcement des services centraux de financement (prestation, gestion des risques, comptabilité) de la CamCCUL; une coordination plus proche des activités des caisses populaires dans des zones actuelles et nouvelles; la formation du personnel et des administrateurs de la CamCCUL et des caisses populaires; et l'éducation des adhérents des caisses populaires.

En résultat de ces activités, les personnels et les dirigeants des caisses populaires locales seront plus à même de gérer et diriger correctement les activités des sociétés. Ceci permettra aux caisses populaires de servir plus pleinement la communauté en renforçant leur rôle d'organes vitaux des services collectifs, en fournissant les services d'épargne, de crédit et autres, à un nombre croissant de familles.

B. OBJECTIFS DU PROJET

Les activités du projet sont basées sur le deuxième plan de développement quinquennal de la CamCCUL. Ce plan comprend les objectifs suivantes:

1. Étendre et améliorer la fonction de la formation de la Ligue.
2. Étendre et améliorer la fonction de promotion et d'éducation des adhérents de la Ligue.
3. Perfectionner les opérations de la caisse centrale de la CamCCUL.

4. Expand the cooperative savings and credit institution idea into new areas of Cameroon.
 5. Promote and expand the use of productive credit.
 6. Improve the quality of League supervision of credit unions through better audits and control.
 7. Improve the planning function in the credit union movement in Cameroon.
 8. Improve and expand the risk management programme.
 9. Decentralize the League's operations to provide more concentration at regional levels.
 10. Provide credit unions with shared management services.
4. Etendre l'idée d'épargne et de crédit coopérative dans des nouvelles zones au Cameroun.
 5. Promouvoir et étendre l'utilisation de crédit productif.
 6. Améliorer la qualité de surveillance des caisses populaires par la Ligue à travers des meilleures vérifications et contrôles.
 7. Améliorer la fonction de planification dans le mouvement des caisses populaires au Cameroun.
 8. Améliorer et étendre le programme de gestion des risques.
 9. Décentraliser les opérations de la Ligue à fin de fournir plus de concentration aux niveaux régionaux.
 10. Fournir des services de gestion partagé aux caisses populaires.

C. PROJECT IMPLEMENTATION RESPONSIBILITIES

1. RESPONSIBILITIES OF ORGANISATIONS

a) CamCCUL

CamCCUL's primary responsibilities are to successfully achieve the project's ten basic objectives, provide the continuous services to affiliated credit unions, and to adopt all necessary measures required for CamCCUL to achieve complete financial and technical self-sufficiency by the end of the project.

b) WOCCU

WOCCU's primary responsibilities are to supply and support three resident advisors, i.e.,

C. RESPONSABILITES DANS L'EXECUTION DU PROJET

1. RESPONSABILITES DES ORGANISMES IMPLIQUES

a) CamCCUL

Les responsabilités principales de la CamCCUL sont la réussite de la réalisation des dix objectifs de base, la fourniture des services continus aux caisses affiliées, et l'adoption de toutes les mesures nécessaires à la CamCCUL pour atteindre une auto-suffisance financière et technique à la fin du projet.

b) WOCCU

Les responsabilités principales du WOCCU sont la fourniture et le soutien de trois conseillers résidents, c'est-à-dire,

1 Credit Union League Management Advisor (5 person-years),

1 Productive Credit Advisor (3 person-years),

1 Education and Training Advisor (3 person-years),

and short-term consultants as needed; as well as provide CamCCUL with operating grants in the amounts specified in Section D below.

c) C.U.C.

C.U.C.'s primary responsibilities are to supply and support short term consultants, as needed, as well as provide CamCCUL with operating grants in the amounts specified in Section D below.

d) Republic of Cameroon

The Government of the Republic of Cameroon, through the Department of Cooperation and Mutuality (COOP/MUT) of the Ministry of Agriculture, will assist the League in identification and recruitment of staff; allow duty-free import of project-financed commodities and resident advisors' personal effects; provide an annual audit of CamCCUL's accounts; and participate in the League's training program, including the services of some of its staff as guest lecturers and use of government training facilities where possible.

e) A.I.D./C.I.D.A.

A.I.D.'s and C.I.D.A.'s contribution to the project will be limited to financial support of the project, and participation in project evaluations.

1 Conseiller en Gestion (5 années-personne),

1 Conseiller en Credit Productif (3 années-personne),

1 Conseiller en Education et en Formation (3 années-personne),

et de consultants à court terme selon les besoins, ainsi que la fourniture de subventions de fonctionnement à la CamCCUL pour un montant spécifié dans la Section D ci-dessous.

c) C.U.C.

Les responsabilités principales du C.U.C. sont la fourniture et le soutien de consultants à court terme selon les besoins, ainsi que la fourniture de subventions de fonctionnement à la CamCCUL pour un montant spécifié dans la Section D ci-dessous.

d) République du Cameroun

Le Gouvernement de la République du Cameroun, par l'intermédiaire de la Direction de la Coopération et de la Mutualité (COOP/MUT) du Ministère de l'Agriculture, aidera la Ligue à identifier et à recruter le personnel, permettra l'importation en franchise des matériels et fourniture financés pour le projet et des effets personnels des conseillers, fournir une vérification comptable annuelle à la comptabilité de la CamCCUL, et participera au programmes de formation de la Ligue, y compris la fourniture de certains membres de son personnel comme conférenciers et à la disponibilité des ses installations de formation si possible.

e) A.I.D./A.C.D.I.

La contribution de l'A.I.D. et l'A.C.D.I. au projet sera limitée au soutien financier du projet, et à la participation aux évaluations du projet.

f) OTHER ORGANISATIONS

The responsibilities of other organisations eventually involved in assisting the development of the credit union movement served by CamCCUL shall be related to the League's Five-Year Plan, as determined by CamCCUL Management and approved by its Board of Directors.

2. PROJECT IMPLEMENTATION

The Project is scheduled to start in late 1986 with the arrival of the WOCCU Management Advisor. The priority activities during the first year of the project will be the implementation of the League's expansion program, and the introduction of the small and medium business development component of the productive credit programme. Other project objectives will be addressed in an orderly fashion.

3. PROJECT MONITORING

Project monitoring will be performed by WOCCU, in collaboration with CUC and CUNA, using an existing project monitoring system based on periodic reports (see Section C.4. below).

4. REPORTS

Work plans will be submitted annually and monitoring reports will be submitted quarterly to WOCCU, CUC, USAID/Cameroon, AID/Washington, COOP/MUT, and other organizations as appropriate.

5. EVALUATIONS :

Project evaluations involving personnel of all major project participants will be undertaken in years 3 and 5 of the project. In addition, CamCCUL and WOCCU will develop data collection systems to facilitate continued evaluation of the project's social and economic impact.

f) AUTRES ORGANISMES

Les responsabilités d'autres organismes éventuellement impliquées dans l'assistance au développement des mouvements des caisses populaires servi par la CamCCUL seraient liées au plan quinquennal de la Ligue, comme déterminées par la gestion de la CamCCUL et approuvées par son Conseil d'Administration.

2. PLAN D'EXECUTION DU PROJET

Le démarrage du projet est prévu pour la fin de l'année 1986 avec l'arrivée du Conseiller en Gestion du WOCCU. Les activités prioritaires au cours de la première année du projet seront l'exécution du programme d'expansion de la Ligue, et l'introduction du volet du programme du crédit productif concernant le développement des petits et moyens entreprises. Les autres objectifs du projet seront abordés de façon ordonnée.

3. SURVEILLANCE DE PROJET

La surveillance du projet sera accomplie par le WOCCU, en collaboration avec le CUC et la CUNA, qui utilisera un système existant de surveillance des projets basé sur des rapports périodiques (voir la Section C.4. ci-dessous).

4. RAPPORTS

Des plans de travail seront soumis chaque année et des rapports de surveillance seront soumis trimestriellement au WOCCU, au CUC, à l'USAID/Cameroun, à l'AID/Washington, à la COOP/MUT, et à d'autres organismes appropriés.

5. EVALUATIONS

Les évaluations de projet impliquant le personnel de tous les participants principaux au projet seront réalisées au cours de la troisième et de la cinquième années du projet. En outre, la CamCCUL et le WOCCU développeront un système de rassemblement des informations pour faciliter l'évaluation continue de l'impact social et économique de projet.

D. PROJECT BUDGET (A.I.D./C.I.D.A.
GRANT TO CamCCUL THROUGH
WOCCU/CUC/CUNA

BUDGET DU PROJET (SUBVENTION DE
L'A.I.D./A.C.D.I. A LA CamCCUL PAR
L'INTERMEDIARE DE WOCCU/CUC/CUNA

<u>EXPENSE CATEGORY</u> <u>CATEGORIE DU DEPENSE</u>	<u>Year 1</u> <u>1ere Année</u>	<u>Year 2</u> <u>2eme Année</u>	<u>Year 3</u> <u>3eme Année</u>	<u>Year 4</u> <u>4eme Année</u>	<u>Year 5</u> <u>5eme Année</u>	<u>Totals</u> <u>Totaux</u>
<u>INSTITUTIONAL SUPPORT OF CamCCUL</u> <u>SOUTIEN INSTITUTIONELLE DE LA CamCCUL</u>						
AID	215,589	228,202	174,217	140,066	-	758,074
<u>CIDA/ACDI</u>	<u>114,774</u>	<u>142,028</u>	<u>99,820</u>	<u>122,226</u>	-	<u>478,848</u>
TOTAL	330,363	370,230	274,037	262,292	0	1,236,922
<u>TECHNICAL ASSISTANCE TO CamCCUL</u> <u>ASSISTANCE TECHNIQUE A LA CamCCUL</u>						
AID	411,302	536,548	599,493	552,387	342,195	2,441,926
<u>CIDA/ACDI</u>	<u>89,000</u>	<u>36,000</u>	<u>36,000</u>	<u>36,450</u>	<u>7,700</u>	<u>201,150</u>
TOTAL	500,302	572,548	635,493	584,837	349,895	2,643,076
<u>SUMMARY/SOMMAIRE</u>						
AID	626,891	764,750	773,710	692,453	342,195	3,200,000
CIDA/ACDI	203,774	178,028	135,820	154,676	7,700	679,998
<u>TOTALS</u> <u>TOTAUX</u>	<u>\$830,665</u>	<u>\$942,778</u>	<u>\$909,530</u>	<u>\$847,129</u>	<u>\$349,895</u>	<u>\$3,879,998</u>

E. RELATIONS AND RESPONSIBILITIES

1. WOCCU is responsible to the Government of the Republic of Cameroon for all project implementation taking place within Cameroon.
2. The Director, Department of Cooperation and Mutuality, MINAGRI, is the cooperating country liaison official.
3. The Cameroon Cooperative Credit Union League Ltd., (CamCCUL) is the counterpart organization for the purpose of this agreement.

E. RELATIONS ET RESPONSABILITES

1. Le WOCCU aura à répondre au Gouvernement de la République du Cameroun de toute la mise en oeuvre du projet ayant lieu au Cameroun.
2. Le Directeur de la Direction de la Coopération et de la Mutualité, MINAGRI, sera le fonctionnaire de liaison pour la République du Cameroun.
3. La Ligue de Caisses Populaires du Cameroun, Ltd. (CamCCUL) est l'organisme homologue pour les besoins de cet accord de projet.

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ATTACHMENT E

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RESIDENT ADVISORS JOB DESCRIPTIONS

Credit Union League Management Advisor (Chief of Party)

A. General:

1. The advisor will be responsible for providing on-site technical advice to the Cameroon Cooperative Credit Union League, Ltd., (CamCCUL), and its affiliated credit unions. The advisor's close collaborator, in this capacity, will be the manager of CamCCUL.

2. As Chief of Party, the management advisor will be responsible for project liaison and reporting, and for supervision of other WOCCU advisors.

B. Duties:

In addition to overall project coordination and general managerial advice, the advisor will concentrate his/her activities on the following CamCCUL objectives: Central Finance, Expansion, Audits and Control, Planning, Risk Management, Decentralization, and Shared Management

1. Financial Management

In collaboration with CamCCUL's Board and staff, the advisor will assist in improving the efficiency of CamCCUL's Central Liquidity Facility (CLF) through

development of systems for monitoring CLF payments by credit unions, preparing cash flow analysis, automating the record-keeping system of the CLF and further developing the League's application of minimum operating standards of credit unions. The advisor will assist CamCCUL senior staff in studying the use of various interest rates paid on deposits to maximize income and the efficient use of capital.

2. Expansion

In collaboration with CamCCUL senior staff, the advisor will assist in further development of CamCCUL's expansion strategy. This will include:

- An annual review of CamCCUL's credit union consolidation and liquidation plan, and implementation of appropriate measures to assure continued success.
- Assessing, on a quarterly basis, the League's area of operation, and determine an appropriate marketing strategy for existing and new services.
- Continuation of the dialogue with other organizations with the objective of developing a cooperation policy for development of savings and credit cooperatives throughout Cameroon.

3. Improved Supervision of Credit Unions

In collaboration with CamCCUL's senior staff, the advisor will assist in the design and implementation of a strategy to improve the quality of operation of Cameroon's credit unions. This strategy will look to the improvement of bookkeeping in the Credit

Union, reduction of loan delinquency and cash shortages, and encouragement of more efficient credit union operations. Assist CamCCUL in maintaining acceptable credit standards for its field staff and help credit unions install and maintain adequate internal control measures.

4. Planning

In collaboration with CamCCUL's senior staff, the advisor will assist in the continued preparation and monitoring of CamCCUL's long-range plans. He/she will also assist CamCCUL in training credit union and League officials and staff to prepare written operational plans and to design long-range plans and self-sufficiency strategies.

5. Risk Management

In collaboration with CamCCUL's senior staff, the advisor will assist CamCCUL in studying the possible expansion of Risk Management Services to more credit unions and members and services to include additional and higher coverages and reinsurance. The advisor will also assist CamCCUL management in implementing the recommendations.

6. Decentralization of League's Operations

The advisor will assist CamCCUL management in reviewing CamCCUL's existing structures and in making recommendations to the League Board for possible improvement. He/she will then assist in the implementation of such Board-approved strategies to ensure an adequate provision of services to affiliates.

7. Shared Management Services

The advisor will assist CamCCUL Management in continuation and improvement of CamCCUL's shared management program. This includes studying the feasibility of using service centers and other forms of shared management, as well as subsequently assisting with the implementation of appropriate actions.

8. Training

The advisor will also be available to assist CamCCUL's education officer and the Education and Training advisor in the area of the technical content of subsequent training materials to be developed during the project. He/she will also participate as appropriate in formal training programs.

9. Liaison, Reporting and Administrative Procedures

The advisor will serve as the primary liaison agent between CamCCUL, WOCCU, CUC, ACCOSCA, USAID/Cameroon, the Government of the Republic of Cameroon (GRC), and other interested organizations in Cameroon and will regularly evaluate these liaison efforts and take any corrective steps required to assure effective communication between the World Council and these organizations. In particular, he will:

1. Determine the information requirements of CUC and USAID/Cameroon in respect of the project.
2. Assure mutual agreement on the objectives of the project and WOCCU's role in achieving these and clearly identify any lack of consensus on these subjects which exists in Cameroon.
3. Assist in defining and insuring mutual agreement on the project responsibilities and obligations of each of the project's principal parties, i.e., USAID/Cameroon, WOCCU, CUC, CamCCUL, ACCOSCA, the U.S. Peace Corps, the Netherlands Assistance for Development Programmes, and GRC.
4. Provide USAID/Cameroon with documentation which clearly establishes WOCCU's responsibilities and plans and with adequate updating which will allow for proper USAID monitoring of the work done by the advisors.
5. Prepare and forward progress reports, in an agreed-upon format, plus any other special reports and studies, to USAID/Cameroon, WOCCU, CUC, ACCOSCA, CamCCUL, or other parties as required.
6. In writing, draw to the attention of USAID/Cameroon, WOCCU, CUC, ACCOSCA, and CamCCUL, any changes in conditions which could significantly affect the proper execution of the project.

7. Determine appropriate communication channels and assure that all communications are carried out through these channels.
8. Assure identification and provision of adequate and timely provision of TDY technical assistance to CamCCUL and/or the technicians.
9. Monitor project expenditure financial reports and assure that the reports contain all of the information required for effective monitoring of expenditures.
10. Prepare annual budget proposals and submit to WOCCU a minimum of 90 days prior to new budget periods.
11. Assure proper safeguarding of all project's assets under the control of the technicians.

C. Job Qualification

1. Minimum Requisites

- a. Education: Masters Degree in business administration or management, or equivalent in experience.
- b. Experience: A minimum of five years of overseas and/or North American credit union experience, with a minimum of two of these years overseas.
- c. Demonstrated skills in credit union management, promotion, organization, budgeting, and credit management.
- d. Other skills:
 - Fluency in spoken and written French
 - Proven ability to communicate complex ideas precisely and coherently through written and oral presentations
 - Proven ability to identify and systematically solve problems in cross-cultural situations
 - Demonstrated tact, trustworthiness and perseverance

- Demonstrated ability to perform with little direct supervision
- Demonstrated analytical skills
- Demonstrated ability to formulate and use concise planning documents
- Demonstrated ability to identify the strengths and weaknesses of colleagues and to design methods to overcome skill or attitude limitations
- Commitment to overseas development efforts

2. Additional Desirable Characteristics

- a. Education: Graduate work involving independent research and analysis.
- b. Experience, skills and attitudes:
 - Experience in management, statistics, budgeting and programming
 - Experience in the design and implementation of institutional information systems
 - Experience in institutional monitoring and control functions
 - Experience in relating to high-level officials in an international context
 - Demonstrated skill in the preparation of project proposals
 - Demonstrated skill in project evaluation
 - Experience in the use of business computers

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RESIDENT ADVISORS JOB DESCRIPTIONS

Job Description of Productive Credit Advisor

A. General

The advisor will be responsible for providing on-site technical assistance to the Cameroon Cooperative Credit Union League, Ltd. (CamCCUL), and to its affiliated credit unions, in the areas of both agricultural and non-agricultural productive credit.

B. Duties

1. Program Development

The advisor will assist CamCCUL management to develop a proposal for expanding the present Small Farmer Production Credit Program into a scheme which includes directed credit to non-agriculture sectors as well. The advisor will work closely with CamCCUL management and Productive Credit department personnel to implement the program.

2. Development of Credit Policy

The advisor will collaborate with CamCCUL's Board and staff to develop model guidelines and procedures for the League and for credit unions in the productive credit program. These will include guidelines for loan evaluation and collection,

investment project selection and analysis, procedures, monitoring of loans, loan demand and program benefits to credit union members and a determination of productive credit program delivery costs and returns.

3. Training

The advisor, with the collaboration of the Productive Credit Officer and under the direction of CamCCUL management, will conduct and/or supervise formal and on-the-job training of CamCCUL staff and credit union personnel in the following:

1. Credit policy related to both agricultural and non-agricultural productive credit;
2. Productive credit loan analysis;
3. Investment planning;
4. League financing of loans to credit unions within the Productive Credit Program;
5. Identification of resources for technical assistance on member project planning and development;
6. Cash and investment management;
7. Record-keeping and statistical reporting.

The advisor will work with CamCCUL management and other advisors to develop related training materials and deliver lessons during this project.

4. Technical Assistance Coordination

In collaboration with CamCCUL staff, the advisor will develop a viable system of technical assistance to participants of the Productive Credit Program which will enhance the effectiveness of productive credit lending. This will require the establishment of linkages between the existing business, financial, agriculture and other resource persons, agencies and the credit union and members.

5. Maintenance of Statistical Data and Analysis Information

The advisor will also be responsible for collecting and analyzing productive credit-related data, such as information on loan profitability, applied costs/returns research, credit delivery costs, and the impact of productive project lending on both farming and commercial sector beneficiaries.

6. Liaison, Reporting and Administrative Procedures

The advisor will report directly to the Manager of CamCCUL and will be supervised by the WOCCU Chief of Party for WOCCU reporting and personnel matters. He/she will, together with the Production Credit Officer, serve as a liaison agent between WOCCU, CamCCUL and other interested organizations in

Cameroon on productive credit matters related to the project.

C. Job Qualifications of Productive Credit Advisor

1. Minimum Requisites

- a. Education: B.A./B.S. Degree in Economics, Agricultural Economics Management, Business Administration or a related area, or its equivalent (in proven experience).
- b. Experience: A minimum of five years of credit-related experience in the agricultural or non-agricultural sector, with a minimum of two of these years in overseas development (in Africa).
- c. Demonstrated skills in the design, management, and administration of agricultural credit programs in developing countries.
- d. A working knowledge of French.
- e. Other skills and attitudes:
 - Proven ability to communicate complex ideas precisely and coherently through written and oral presentation.
 - Proven ability to identify and systematically solve problems in cross-cultural situations.
 - Demonstrated tact, trustworthiness and perseverance.
 - Demonstrated ability to perform with little direct supervision.
 - Demonstrated analytical skills.
 - Demonstrated ability to formulate and use concise planning documents.
 - Demonstrated ability to identify the strengths and weaknesses of colleagues and to design methods to overcome skills or attitudinal limitations.

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2. Additional Desirable Characteristics:

- a. Education: Post-graduate work in economics, agricultural economics or business which involved independent research and analysis.
- b. Experience, skills and attitudes:
 - Fluency in spoken and written French.
 - Experience in the design and implementation of management information systems.
 - Experience in cost returns analysis and in preparation of feasibility studies and evaluations.
 - Experience in rural savings mobilization.
 - Experience in the design and implementation of adult education programs.
 - Experience in the preparation of operational and training manuals.

RESIDENT ADVISORS JOB DESCRIPTIONS

Job Description of the Education and Training Advisor

A. General

The Advisor will be responsible for providing on-site technical advice to the Cameroon Cooperative Credit Union League, Ltd. (CAMCCUL), and to its affiliated credit unions.

B. Duties

The advisor's activities will primarily focus on the following: Training, Promotion/Education, and Expansion.

1. Training

In collaboration with senior CamCCUL staff, and in direct cooperation with the Education Officer, the Advisor will assist in the preparation of an overall training plan using the train-the-trainers approach for CamCCUL's staff. The plan will be reviewed annually and documentation will be further developed and improved. The Advisor will assist in carrying out the actual training of staff and Board members and will continually observe the training by CamCCUL staff of credit union level officials and make recommendations for improvement of the training methods and skills of individual staff members.

The specific training to be done will be determined by training needs assessments conducted by the Advisor, the Education Officer and the CamCCUL Manager on a periodic basis. These assessments will be at the levels of credit union officials and bookkeepers, CamCCUL staff and the CamCCUL Board of Directors.

The Advisor will assist in monitoring the implementation of CamCCUL's documented training strategy and will concentrate on upgrading the training skills of the Education Officer.

In collaboration with CamCCUL's Manager, the Advisor will monitor the specific training of CamCCUL's staff in courses outside of CamCCUL, both in-country and overseas, when necessary.

2. Promotion

In collaboration with senior CamCCUL staff, the Advisor will assist in further developing membership education through seminars and through the production of education and promotion materials such as posters, slide-tape programs, radio education programs, and the regular CamCCUL newsletter, and other audio-visual aids.

3. Expansion

The advisor will assist CamCCUL senior staff in developing strategies for the introduction of the credit union idea into other areas of Cameroon. This will entail assessing existing savings and loan institutions (both formal and nonformal) and services which they may or may not be providing to the target population(s). Such strategies will utilize appropriate promotion techniques, already in existence or developed by the advisor in collaboration with CamCCUL staff. He/she will also advise CamCCUL on the most effective utilization of its human resources in this expansion effort.

4. Liaison, Reporting, and Administrative Procedures

The advisor will report directly to the Manager of CamCCUL and will be supervised by the WOCCU Chief of Party for WOCCU reporting and personnel matters. He/she will, together with the Education Officer, serve as a liaison agent between WOCCU, CamCCUL, and other interested organizations in Cameroon on education, training, and promotion matters related to the project.

C. Job Qualification

1. Minimum Requisites

- a. Education: A Bachelor's degree with appropriate experience, but preferably a graduate degree in business education or related area.
- b. Experience: A minimum of five years of international and/or North American experience in the design and conduct of objectives-based management training programs with a minimum of two of these years in the design and conduct of staff development programs.
- c. Other skills and attitudes:
 - Proven ability to communicate complex ideas precisely and coherently through written and oral presentations.
 - Demonstrated ability to identify the strengths and weaknesses of colleagues and to design methods to overcome skill or attitudinal limitations.
 - Proven ability to identify and systematically solve problems in cross-cultural situations.
 - Demonstrated tact, trustworthiness and perseverance.
 - Commitment to overseas development efforts.
 - Ability to speak and understand French well enough to effectively deliver technical credit union training courses. Ability to read and write French well enough to edit technical credit union operational and training manuals.

2. Additional Desirable Skills or Attitudes

- a. Education: a graduate degree in business education or a related area.

b. Experience, skills and attitudes:

- Experience in management or training of professional staff, particularly of financial institutions.
- International cooperative/credit union experience.
- Experience in the preparation of operational and training manuals.
- Experience in preparing video programs, particularly for training.

ATTACHMENT F



WORLD COUNCIL OF CREDIT UNIONS, INC.

Home Office: P.O. Box 2982, 5810 Mineral Point Road, Madison, WI 53701 U.S.A.
Tel: 608-231-7130 Telex: 467918 Cable: WOCCU MSN

BIOGRAPHICAL SKETCH

ROWLAND THURLOW

JULY 1988

Rowland Thurlow is the Management Advisor/Chief of Party in Cameroon for the World Council of Credit Unions (WOCCU), the international organization of credit unions and similar cooperative financial institutions. He is responsible for providing onsite technical advice to the Cameroon Cooperative Credit Union League, Ltd., (CamCCUL). Thurlow concentrates his activities on the following areas: central finance, credit union expansion, audits and control, planning, and management.

Prior to his current position, Thurlow was the Vice President of African programs at Agricultural Cooperative Development International (ACDI), located in Washington D.C. His duties included extensive travel in Africa and Egypt to identify needs for technical and financial assistance in cooperative and farm credit systems. In addition, he was responsible for identifying funding sources, recruiting advisors and consultants and assisting with briefing and start-up activities.

Thurlow has received his B.A. in Political Science from Furman University and his M.A. in Agriculture from Sam Houston State University. As a Peace Corps volunteer, he taught English as a foreign language in Zaire and later served as an associate Peace Corps director for agriculture and rural development in Cameroon. He is married to Kathleen A. Thurlow and has three children.



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Tele: 608-231-7130 Telex: 467918 Cable: WOCCU MSN Fax: 608-238-8020

BIOGRAPHICAL SKETCH

KEVIN MINDOCK

JULY 1987

Kevin Mindock is productive credit advisor for the World Council of Credit Unions (WOCCU), the international organization of credit unions and similar financial institutions. He is currently acting chief of party for World Council's credit union development project in Cameroon. The project will focus on the development of the credit union network served by the Cameroon Co-operative Credit Union League, Ltd. (CamCCUL). A special concern is placed on expansion into the francophone community.

Prior to this, Mindock worked for four years as an agricultural loan officer for the Farmers Home Administration of the U.S. Department of Agriculture. His duties included analyzing and approving agricultural production loans as well supervising loan servicing and collection programs.

Mindock has served the World Council previously as a consultant. In 1985 he conducted a study for a Small Farmer Production Credit Program in Togo, and in 1982 he led a six-week WOCCU training program in Burkina Faso.

In 1983, as project evaluation specialist for the U.S. Agency for International Development, he evaluated the progress of the Lesotho Cooperative Credit Union League development program. Mindock also served as a Peace Corps volunteer from 1976 to 1979 in Cameroon. During this time he was management advisor for an agricultural marketing cooperative and also worked for the National Office of Cooperatives.

Mindock received a M.S. in Agricultural Economics from the University of Wisconsin in 1983, and a B.S. in Business Administration from the University of Illinois in 1974. He speaks English and French.



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BIOGRAPHICAL SKETCH

WILLIAM F. MITCHELL

July, 1992

Bill Mitchell served as WOCCU's Education and Training Advisor assigned to the Cameroon Cooperative Credit Union League in West Africa. He has over 25 years professional Human Resources experience. Mitchell has held both specialist and policy-making responsibilities across a broad spectrum of American corporations. These include: insurance, oil & gas, manufacturing, mining, and banking.

He progressed rapidly in his career to Corporate Vice President of Human Resources for a diversified state-wide financial services company at age 34.

Prior to serving his first assignment in Africa, he established and managed a successful Human Resources Consulting firm in Houston, Texas for five years. Principal services offered were: Professional/Executive Recruiting; Management Training/Development; Career Counselling; and Special Projects and Studies (eg. employee benefits and compensation surveys; management/succession planning; and management and organizational assessment.)

As Business Manager and Administrative Consultant for a Christian Medical Institute in Zaire, he directed all non-medical activities of this nursing school, hospital, and public health service. He supervised personnel, trained staff, administered grant funds, and introduced micro-computers.

Throughout his career, Mitchell has developed and led a number of seminars and workshops among which are: Employee Selection, Supervisory Skills, Personal Career Development, Leadership Development, Problem-Solving/Decision-Making, and Training of Trainers.

A skilled Organization Consultant/Counsellor, he has advised senior managers and facilitated small groups and teams throughout his career.

Mitchell has developed and applied practical and innovative approaches to classroom training. He introduced experiential learning, gaming, assessment center techniques, discovery-based teaching designs, and management skills simulation in several organizations.

Educated at both undergraduate and graduate levels in psychology, Mitchell obtained French language training at the Centre Linguistique in Quebec, Canada. He uses the personal computer--Lotus 123; Wordperfect; Harvard Graphics; and has some knowledge of dBASE.

- Position History:
- 1963-65---Training Administrator, American Nat'l Insurance
 - 1966-69---Personnel Manager, Credit Life Division
(American Nat'l Insurance)
 - 1969-73---Training & Employee Relations Manager
Tenneco, Inc. (and subsid. Oil; Aerospace)
 - 1973-77---Vice Pres. Human Resources--First Ark. Bankstock
 - 1977-79---Training Director--Coastal Corp. (Oil/Gas/Mining)
 - 1979-84---Principal, Mitchell Associates (HR Consulting)
 - 1984-87---Mission Hospital Business Manager (Zaire)
 - 1988-89---Asst. VP; HR/Emp Rel.--Wyoming National Bancorp.

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ATTACHMENT G