

PD-ABJ-723

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Cameroon Credit Union Development Project
USAID/Cameroon 631-0044

End of Tour and Project Final Report



CONSEJO
MUNDIAL DE
COOPERATIVAS
DE AHORRO
Y CREDITO



WORLD
COUNCIL
OF CREDIT
UNIONS, INC.



CONSEIL
MONDIAL DES
COOPERATIVES
D'EPARGNE ET
DE CREDIT

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**Ken Kerkhoff
September, 1986**

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WORLD COUNCIL OF CREDIT UNIONS, INC.

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SUBJECT: Cameroon Credit Union Development Y-631-0044
End of Tour and Project Final Report

Enclosed for your information and files is a copy of the End of Tour and Project Final Report written by Ken Kerkhoff on behalf of the Cameroon Cooperative Credit Union League, Credit Union Development Project.

If you have any questions or need any clarification, please feel free to contact me.

Enclosure

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I. EXECUTIVE SUMMARY

A. PROJECT PURPOSE

The Credit Union Development Project was conceived in 1979 as a method of assisting the Cameroon Cooperative Credit Union League, Ltd., to accomplish the goals it had set for itself in its then new five-year plan. The plan for the calendar years 1980 through 1984 included nine specific objectives for accomplishment during the period. These were listed in that plan as follows:

1. Development of a Membership Education Program.
2. Training of Field-workers in Central Financial Services.
3. Personnel Management
4. Planning Capability
5. Development of Nationwide Structures
6. Expansion of the Production Credit Program
7. Consolidation of Non-Viable Credit Unions
8. Shared Management Services
9. Preparation of Manuals

The purpose of this project is to supply the technical assistance to help CamCCUL achieve its objectives, as well as some budget support to cover the additional costs of operation during the project period.

This report summarizes the project achievements for the five years and makes some recommendations for consideration by CamCCUL board and staff. The report summarizes the work of three advisors who spent a total of over ten person-years on the project, and the activities they and CamCCUL staff have been involved in.

B. SUMMARY OF MAJOR PROJECT ACTIVITIES

Project activities can be grouped into two categories: Those directly associated with objectives of the five-year plan, and those activities related to the normal operations of CamCCUL and the management of the project.

The project objectives are the same as the objectives of the five-year plan, but stated in the following order:

1. Development of a Membership Education Program.
2. Expansion of the Production Credit Program.
3. Training of Field-workers in Central Services.
4. Consolidation of Non-Viable Credit Unions.
5. Personnel Management.

6. Planning Capability.
7. Development of National and Regional Structures.
8. Shared Management Services.
9. Preparation of Manuals.

Activities associated with objectives:

Objective #1: Development of a membership education program.

During the project period CamCCUL revitalized its existing training program and introduced objectives-based training to meet the training needs identified in tailored needs assessments. Pre-project training was successful in upgrading bookkeeping skills of some 165 bookkeeper/managers who were being trained annually. On an average 150 credit union presidents and committee chairmen were receiving training in their special areas.

Training methods were further developed with the introduction of lesson planning, use of visual and audio aids, and by placing emphasis on a train-the-trainers approach to prepare all CamCCUL staff members to be trainers. The arrival of the WOCCU Education and Training Advisor in November, 1983, cemented the existing training strengths and added a new dimension to CamCCUL's education and training abilities.

The advisor assisted the league in developing an overall training plan to meet identified training needs. This plan assured that the training would be systematic and follow a documented training approach.

CamCCUL is currently in the midst of its 1986 training season, the sixth witnessed by project advisors. During that time CamCCUL has held an average of 27 credit union education seminars every year. In addition, the league has held seminars and workshops every year for the League Board of Directors, as well as for League staff. Beginning in 1985, CamCCUL began conducting member-level training, and since 1982, an average of 58 officers of SFPC Credit Unions have been trained in production credit lending.

Objective #2: Expansion of the Production Credit Program.

An Agriculture Credit Specialist arrived at the start of the project (August 1981), and began documenting the League's production credit program. In cooperation with League management, he devised a framework for operating the credit program and a guideline for selecting credit unions for participation.

In 1982, the first ten participating credit unions were being trained in production lending. By 1984, the full planned compliment of 28 credit unions were integrated into the program. As of mid-1986, over 50 million CFAF in agriculture loans were being granted to members of Small Farmer Production Credit (SFPC) societies. During 1986, an additional five credit unions will be selected into the program, and 90 SFPC officers have already received one week training in SFPC principles.

Objective #3: Training of Field-workers in Central Services.

Central services which CamCCUL provides to affiliates include the audit and supervision of credit unions, providing for insurance protection for savings and for loans in case of loss of life, a central depository for excess liquidity, a source of borrowing when capital is insufficient, a supply of bookkeeping and office stationery, education and training, promotion materials, special credit programs such as SFPC, and representation to national and international agencies and organizations.

Seven CamCCUL staff seminars and workshops have been held since the beginning of the project. Instruction ranged from technical accounting and auditing to development of adult education and training skills. Most recently, the instruction has included personnel management and supervision. Staff members have used this training not only to develop and improve their work but have been instrumental in helping the League develop training manuals, promotion materials, and do higher level tasks such as translations, League Board Training, and staff training.

The Education and Training Advisor assisted CamCCUL in developing a training needs assessment for League staff, and worked with the Manager to analyze those needs and make recommendations to the board of directors. The advisor gave the entire League staff a three day workshop on training techniques. Based on this the staff have been better able to carry-out the training of credit union officers and members.

Four senior staff members have received participant training under this project. These include:

<u>Position</u>	<u>Type of Training</u>	<u>Duration</u>
Manager	Master of Business Administration	18 months
Assistant Manager	Certificate in Cooperative Education and Management	16 weeks
Central Finance Officer	Diploma in Co-operative Studies (Co-operative Accountancy and Financial Management)	9 months
Field Supervisor	Diploma in Co-operative Studies (Co-operative Development and Management)	9 months

In addition, the Education and Training Officer is presently completing a 16 week Certificate in Cooperative Education and Management, at the University Center for Cooperatives in Madison, Wisconsin.

Objective #4: Consolidation of non-viable credit unions.

Throughout the implementation of their five-year plan the Board and Management of CamCCUL have emphasized the consolidation of its membership, to merge or liquidate those societies which have been dormant. This activity was stepped-up with the arrival of the Management Advisor in 1981. With the assistance of the advisor, CamCCUL developed guidelines and procedures for both the merger and the liquidation of these inactive societies. In the first two years of the project eleven weak credit unions were merged to form five stronger societies. Fourteen credit unions were dissolved in the past five years, and at the time of this writing, some 14 credit unions are undergoing liquidations and/or mergers.

Objective #5: Personnel Management.

CamCCUL's Personnel system has been modernized and documented. Senior Management, along with the assistance of the WOCCU Advisors, have developed a fully documented system, with job descriptions, personnel policies, staff evaluation policies and procedures, and a staff development plan.

Objective #6: Planning Capability.

In 1984, Senior CamCCUL staff and WOCCU advisors prepared a credit union survey and an institutional analysis to guide the League Directors in developing a new five-year plan. The League conducted a two-day workshop for board and staff to review the institutional analysis and begin setting goals and objectives. After three such workshops, the League's efforts resulted in not only a new five-year plan but also a well documented planning and evaluation system.

Additional technical assistance was given by WOCCU's Institutional Development Specialist and the Project Manager, both of whom spent several weeks in Bamenda, with senior staff and the League Board of Directors.

The resulting long-range plan has proven to be of immense help in assisting CamCCUL staff, management and directors in setting short-range priorities and planning day-to-day activities.

Objective #7: Development of National and Regional Structures.

CamCCUL Directors have met five times with the Directors of Union des Caisses Populaires de Yaounde (UCPY) since 1983.

This follows CamCCUL's plan of using exchange visits to assist each organization to understand the operations of the other, and to begin to form a basis for discussion, hopefully leading to mutual goals and cooperation.

CamCCUL and UCPY Management have met on many additional occasions, with the goal of sharing information and establishing a professional working relationship. In February, 1986, CamCCUL sponsored a workshop in which the executive committees of UCPY and CamCCUL worked together to answer real-

life questions about credit and savings in Cameroon. The need for cooperation between the two movements was made very clear, though a cooperating policy has not yet been established.

Objective #8: Shared Management Services.

Though there appears to be a need in the credit unions for improving the quality of record maintenance and financial reporting, giving special assistance to boards and employees has proven to be difficult to do. During the five-year period numerous assistance programs were considered, and two of those programs were initiated, but the direct assistance from League Field-workers is still the most effective method to help the weak societies.

Objective #9: Preparation of Manuals.

Nine manuals were written during the project period. These include the Accounting, Auditing, Promotion, Education, Internal Audit, SFPC, and Loan Delinquency Control Manuals, as well as the League's Personnel Manual and its second five-year plan. In addition, a credit manual and a budgeting manual are near completion and will be completed by CamCCUL.

Five of the above have been translated and printed in French while three others are in various stages of being translated.

Activities related to CamCCUL operations and project management.

1. Financial self-sufficiency. The present project proposal, which is based on the first five-year plan, prescribed a strategy for achieving sustained financial self-sufficiency by 1985. Subsequent years saw the percent of CamCCUL's costs earned from operations go from 91.4% in 1981 to 102.4% in 1985.
2. Affiliation. In spite of liquidations and mergers of 26 credit unions since 1980, CamCCUL has grown to have 222 affiliated societies as of 1986. Individual membership has grown from 41,197 in 1980, to over 60,000 members by the end of the project.
3. Staff development. The number of Cameroonian employees has grown from 25 in 1981 to 32 in 1986. New positions are being filled with promotions as staff develop more and better quality skills. Eight staff members received training outside Cameroon, or attended special courses in-country during the five years of the project. A majority of the staff can now speak both French and English, whereas there were only four bilingual staff in 1981.

In addition to the Cameroonian staff, the League currently enjoys the services of two American Peace Corps Volunteers and two technical assistants from the Netherlands.
4. League services. Additional services were added for credit unions, such as the SFPC Program, the Shared Management Program, training manuals and membership training. Also, existing services were improved. For example, the rates of interest paid on fixed deposits

and special fixed deposits were increased. Finally, credit union officers have found that they now have much better access to CamCCUL Management, as the League senior staff now spend more time in the field, at the credit unions.

5. Savings mobilization. CamCCUL's total movement savings (TMS) increased from 2.3 billion CFAF at the end of 1980, to 6.5 billion CFAF at the end of 1985. This represents an average increase of 35% per year.
6. Loans to members increased from 1.6 billion CFA outstanding at the end of 1980, to nearly 4.6 billion CFA at the end of 1985. The increase of 2.9 billion represents a jump of 180%, or an average of 36% per year.

C. CONCLUSIONS AND SUMMARY OF RECOMMENDATIONS

Most of the intended goals and objectives of this project have been accomplished. In some areas, such as the writing of manuals, the project has gone far beyond the stated objectives, first by reconsidering the importance of certain elements of the plan and rearranging priorities, and then by achieving a larger output than planned.

Other objectives did not have the complete success of accomplishment. These include the setting up of national and regional structures, and the shared management objective, both of which were given much attention by the League Management and advisors, but because of their nature, were not entirely within the control of the project implementors.

Below is a summary of recommendations, written from the viewpoint of the Management Advisor, for consideration by the CamCCUL Management Staff and Board of Directors, as well as for use by WOCCU and USAID in reviewing the successes and achievements of the project.

RECOMMENDATIONS

- Reference
- III. C. 2. b. Members of SFPC credit unions are not using the Investment Plan/Loan Application Forms designed by the Production Credit Team. The program can only function well if members are willing to take advantage of it. The Production Credit Officer should design a more effective method of providing for and monitoring production credit.
 - III. C. 3. CamCCUL should institute a staff development program to further upgrade staff skills in the following areas:
 - supervision of fellow employees
 - training and adult education
 - time management
 - reading (speed and comprehension)
 - care and maintenance of high tech equipment
 - III. C. 4. CamCCUL should continue to evaluate existing credit unions according to the criteria designed, and maintain its program of liquidation and/or merger.

- III. C. 5. CamCCUL should introduce an incentive system to reward good employees for high quality achievement.
- III. C. 6. Senior Staff of the League should take the lead in upgrading the institutional ability of CamCCUL to use short- and medium-term planning techniques.
- III. C. 7. CamCCUL should continue to maintain its good working relations with Union Des Caisses Populaires de Yaounde, and further develop the exchange of information.
- III. C. 8. The League should further develop the in-house training of credit union bookkeepers. One method that should be expanded on is the use of CamCCUL's video facilities to record top grade training lessons and exercises.
- III. C. 8. The employment of itinerant bookkeepers is an idea conceived by CamCCUL to assist weak credit unions on a temporary basis. Due to time and funding constraints, this idea was never fully developed. Based on recent findings from the shared management program, League Management should consider this method of assistance again.
- III. C. 9. Insufficient time is given to staff for the development of operating manuals. Management should provide more time for individuals to research, document, write, input, review and rewrite their manuals, and also time to follow-up translation and printing. Time spent in perfecting the manuals will make both the writer and the organization proud to display, use and promote them.

E & T
Advisor's
Final Rpt.
Jan. 1986

The recommendations made by the Education and Training Advisor in his end of tour report should be reviewed on a regular basis, and followed up. His recommendations numbered 1,2,3,5,6,14 and 16, in particular, refer to ongoing training conditions which should be periodically reviewed. Many of the other recommendations are being implemented, but number 8, employment of an additional coordinator to work with the French speaking members, should again be considered, in light of expansion in the francophone areas.

CamCCUL
Staff
Develop-
ment Chart
&
Appendix I

During this project CamCCUL has emphasized the development of personnel, facilities and services of the head office. The accomplishments can be seen in the CamCCUL Staff Development Chart (page 33), as well as in the indicators in Appendix I. In the second five-year plan the League emphasizes expansion, and it is appropriate at this time to place more emphasis at the credit union level. It is recommended that League Management and Advisors concentrate on the development of regional offices, development of new credit unions in the West, Littoral and South provinces, and in strengthening the services outside Bamenda, in the next several years.

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Obj. 3 Staff seminars conducted by the League are very valuable sources of information to the field staff, and can serve as professional character builders for the individuals. The seminars and workshops conducted during this project have been effective in passing information about League services, and in developing adult education skills among the staff. The most recent seminar included more areas, including personnel management and League-level decision making. It is recommended that:

- III. C. 3. a. More emphasis be placed in the future on the development of professional skills such as supervision of staff, financial analysis, preparing reports and presentations to credit union directors, League Management and Board and Department personnel, and in conducting objective surveys and analysis.
- b. Planning should begin in January of every year with both a training needs assessment conducted by the Manager and the Education and Training Officer, and with a request to the entire staff to submit their ideas for the content of the seminars and workshops.
- c. The staff feedback received immediately after every such seminar should be recorded and all suggestions used to improve the subsequent seminar or workshop.

III. C. 6 The Central Finance Officer should receive special training from the Manager and Management Advisor on the preparation of financial analysis and use of ratios for League reporting and decision-making. He should also receive training on and be well-versed with the use of CamCCUL's personal computer.

III. C. 2. b. & Productive Credit Consultancy The productive credit program to be designed by the League should consider the drawbacks of the production credit program, and should take advantage of lessons learned. It should begin in one community (Bamenda) and operate for one year before being attempted in a second and/or third location. Maximum supervision by League staff will be necessary, and such staff should be well-prepared before starting the program.

III. C. 10. a. The League should initiate immediate steps to conduct a professional study of the Risk Management Program, to determine the existing amount of risk exposure and CamCCUL's ability to meet that risk.

II. INTRODUCTION

A. Objective of this report

This report is intended to analyze the effectiveness of project execution, and provide recommendations. The recommendations are directed to CamCCUL, WOCCU and USAID, and are intended to guide the League in its continuing operations, as well as assist WOCCU and USAID in future project involvement in Cameroon and/or elsewhere.

B. Background

The first credit union in Cameroon was formed in 1963 in a village in the Northwest Province called Njinikom. Credit union growth continued in that area, as well as around Nso resulting eventually in the creation of the Cameroon Cooperative Credit Union League in 1968. This organization grouped an initial 34 registered primary societies (credit unions) and took upon itself the initial responsibilities of assisting with the inspection, audit and control of its affiliates, as well as the promotion and organization of new societies.

Assistance to the credit union movement during the ensuing formative years was offered through such organizations as: the U.S. Peace Corps, the Organization of Netherlands Volunteers, the Konrad Adenauer Foundation, Oxfam, and Catholic Relief Services.

League services to affiliates and non-registered or affiliated societies (termed "discussion groups") expanded during the initial years to include the sale of stationery and supplies to credit unions and, most importantly for eventual financial self-sufficiency, a Central Liquidity Facility (CLF). Affiliates were required to deposit 25% of their deposits with the League, which could in turn be lent back to those societies with temporary excess liquidity needs.

This service offered a return to societies on otherwise idle funds and offered the credit union movement as a whole wider investment opportunities which would eventually finance a broader scope of services to member unions and individual savers and borrowers. Additionally, as employee credit unions in urban areas would in later years automatically generate savings levels which would exceed borrowing capacities, such a vehicle (CLF) would facilitate the channelling of urban deposits into the rural sector through the credit union network.

By 1975, there were 92 societies affiliated with the League and another 110 discussion groups serviced by it. In that year, CamCCUL, with the assistance of CUNA/Global Projects and AID/W began a pilot project termed Direct Agricultural Production Credit (DAPC), later to be known as Small Farmer Production Credit (SFPC). This pilot project envisaged five pilot credit unions with the technical expertise to provide members with agricultural production credit and access to appropriate inputs by the end of the project period.

The League's Risk Management Program was begun in the following year. This program, supported by the CUNA Mutual Insurance Society and ACCOSCA, introduced loan protection and life savings insurance to participating credit unions. Such expanding services, along with an increasing number of credit unions and members, led CamCCUL to eventually perceive a need to develop a planned approach to its development and that of its member societies.

In April of 1979, at CamCCUL's Annual General Meeting, it was decided that a Five-Year Development Plan should be prepared for the period 1980-84. The eventual planning document identified primary problems to be resolved, development objectives to overcome existing weaknesses, resources necessary to achieve these objectives, and an implementation plan.

In 1980 the following organizations agreed to assist CamCCUL in the implementation of this plan: CUNA/GPO (later to be integrated with the World Council of Credit Unions), USAID/Yaounde, the Konrad Adenauer Foundation, the U.S. Peace Corps and the Organization of Netherlands Volunteers, (now called the Netherlands Assistance to Development Programs). Although the plan itself officially began in 1980, because the project agreement for assistance with the Cameroonian Government was not finalized until the following year, the five year period for assistance from these participants has continued into 1986.

III. STATUS OF COMPLETION OF PROJECT PURPOSES AND OBJECTIVES

A. Achievement of intended purposes of the project.

The Cameroon Credit Union Development Project has two principle purposes:

1. Strengthening of Cameroon's national and regional credit union structures so that they become financially self-sufficient and technically able to provide essential services required by their affiliated credit unions.
2. Creating a network of credit unions which have the financial and technical capabilities sufficient to provide required savings, credit, and related financial services to an increasing membership.

The national credit union structure is the Cameroon Cooperative Credit Union League, Ltd., which has reached its goal of self-sufficiency. Financial self-sufficiency is intended to be the ability of the organization to pay all of its expenses from its own operating income. For the operational year of 1985, CamCCUL was able to meet its operating expenses from internally generated funds. Costs of development paid by financing agencies are not included as operating costs, but all operational support from USAID, CUC and others has been included in CamCCUL's cost figures.

The League, however, must be able to sustain the ability to meet all of its expenses internally in order to be truly self-sufficient. A detailed analysis made by League Management and advisors in 1985 indicates that if CamCCUL continues at its current level of operation, it could expect to maintain self sufficiency.

It should be noted here that CamCCUL has chosen not to maintain operations within its previously defined levels, but to promote the credit union idea to the parts of Cameroon which do not yet enjoy those facilities.

Technical self-sufficiency is more difficult to measure, but based on the achievements of CamCCUL's board and staff it is relatively easy to document that the League is capable of training its own staff and board, and maintaining a continuing level of services to credit unions. The League Board has followed a conservative and steady course, intent on supplying maximum service to affiliated societies while maintaining positive financial statements for the League.

League Management has carried out the policies of the board in a commendable manner, and has been able to achieve maximum cooperation from all CamCCUL staff. The League was operating successfully before this project began: through the exploitation of the project, however, the level of training and use of skills has dramatically improved.

The second stated purpose of this project, creating a network of credit unions with the financial and technical capabilities of providing required services to an increasing membership, has been achieved, mainly through CamCCUL's much improved education program. Evidence of this can be seen

from movement statistics. For example, since 1980, 39 new credit unions and discussion groups have been formed while 15 weak societies were merged and 14 liquidated. The remaining societies represent a stronger, more viable group in 1986.

On the average, credit unions are maintaining longer business hours than they were in 1980, and now over 50% have full-time bookkeepers and do business 5 or 6 days per week. The number of credit unions paying dividends in 1985 was 132, up from 113 in 1980, (60% and 56% respectively). Also, loan patronage has increased from less than 25% in 1980 to over 30% in 1985.

CamCCUL field-workers report that they now are called on to perform higher level auditing and control functions than the bookkeeping assistance they previously rendered. Many field staff are doing League loan analysis, training of board members, and other functions which they previously did not have time to do because of the concentration on cleaning up credit union routine work which the bookkeepers/managers are now doing.

The achievement of the above stated purposes can best be shown by looking at the individual objectives as outlined in "B", below. Objectives 1, 2, 4, 8 and 9 are directed at improving the abilities of credit unions to give services to members. In addition, objectives number 3, 5 and 6 indirectly aid the credit unions by improving the League's ability to render these services to societies.

B. Achievement of the nine stated objectives.

(NOTE: a detail analysis of activities can be found in APPENDIX I)

1. DEVELOPMENT OF A MEMBERSHIP EDUCATION PROGRAM

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
450 credit unionists	572 credit unionists	450 credit unionists from 144 societies will demonstrate the ability to adequately perform the following processes: Bookkeeping Preparation and use of budgets Credit policy & procedures Financial Statement and statistical analysis Use of interest tables Membership & Savings Promotion Office management Risk Management compliance Loan monitoring & collection Conduct internal audits
144 societies	180 credit unions	
	Completed in 1985	CamCCUL will identify steps and procedures to achieve minimum outcome of the above.

16

Proposed

Achieved

Indicators

Education & Training Manual written in 1985

CamCCUL will develop and document a systematic approach for formal and on-the-job training of credit union leaders; appropriate training packages with objectives, training plans, and pre- and post-evaluations.

14 League Staff members demonstrated good skills in 1985

All CamCCUL Field-workers will demonstrate the ability to conduct training using the CamCCUL approach, success being measured by trainee ability to meet stated objectives.

2. EXPANSION OF PRODUCTION CREDIT PROGRAM

Proposed

Achieved

Indicators

28 credit unions

28 credit unions

28 credit unions will have demonstrated the capability to effectively place and collect production credit loans, as well as promptly repay any loans with interest which may have been granted by CamCCUL.

CamCCUL will:

Year One

Year One

1. identify steps and procedures required to achieve a workable production lending program.

Year One

Year One

2. develop a systematic approach to formal and on-the-job training of credit union leaders and CamCCUL field-workers in production credit processes.

CamCCUL Field-workers will:

Year Two

Year Two

1. demonstrate the ability to conduct training in the use of the production credit system.

Year Two & Three

Year Three

2. demonstrate the ability to identify potential production credit projects, assess feasibility, prepare recommendations to CamCCUL and assist with disbursement and collection of loans granted from League loans.

Year Three

Year Three

At least 28 credit union secretaries (managers) will demonstrate the ability to carry out all steps and procedures to adequately perform the specified production credit processes.

28	28	Number of SFPC Credit Unions
6,020	13,102	Number of members of SFPC Unions
903	385	Number of SFPC borrowers
\$456	\$410	Average SFPC loan size (\$)

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
\$411,768	\$144,842	Total value of SFPC loans distributed (last 12 months)
75	9	Number of League loans to SFPC Credit Unions over five years.
\$5,780	\$3,782	Average Value of League loan, last 12 months. (\$)
\$144,500	\$9,710 in 1985	Total values of League loans to SFPC Credit Unions, last 12 months.
676	30 in 5 yrs	Number of borrowers/farmers trained in five years.

3. TRAINING OF FIELD-WORKERS IN CENTRAL SERVICES

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
By end of project (EOP)		As a result of formal and on-the-job training by senior CamCCUL staff, by the end of the project, field-workers will demonstrate the ability to perform the following processes consistent with the minimal outcome statement for each:
By EOP	Year 2	-Periodic inspections
By EOP	Year 2	-Annual audits
By EOP	Year 3	-Evaluation of credit union performance
By EOP	Year 3	-Risk Management program operations
By EOP	Year 5	-Evaluation of loan applications from affiliates

4. CONSOLIDATION OF NON-VIABLE CREDIT UNIONS

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
11/81	12/82	Within three months of the start of the project, CamCCUL will define and document all criteria, steps, and procedures for liquidating or merging non-viable credit unions.
25 credit unions considered for merger or liquidation	17 credit unions liquidated or merged by 12/31/82 & 29 by EOP	Furthermore, all non-viable credit unions existing at the start of the project shall either be liquidated or merged during the first two years of the project.

5. PERSONNEL MANAGEMENT

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
August 1983	Parts of the system were added at different times during the project	By the end of year two of the project, CamCCUL will develop and document, in the form of an employees' policies and procedures manual related to:
	Year 1	1. Position identification
	Year 2	2. Format of job description
	Year 3	3. Position grading
	Year 1	4. Establish salary and benefit scales
	Year 3	5. Performance appraisals
	Year 4	6. Skill assessment and staff development
	Year 5	7. Incentive system

6. PLANNING CAPABILITY

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
By end of year 5 demonstrate	CamCCUL's planning system, documented during years 3 & 4 and CamCCUL's second 5-yr plan, year 4	By the end of the project, CamCCUL will demonstrate the ability to develop and implement strategic and action plans consistent with affiliated credit unions' needs and resources availability. Success in achieving this objective will be determined by examination of plans produced and the degree to which specified plan objectives are actually achieved.
1. ability to plan, &		
2. plans that work		

7. DEVELOPMENT OF NATIONAL AND REGIONAL STRUCTURES

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
Facilitate the uniting of CamCCUL & UCPY into 1 national association.		By the end of the project, all Cameroonian credit unions and caisses populaires will be united through provincial secondary bodies (or Leagues) to a single national association. To achieve this objective, CamCCUL will:
Board exchange visits.	5 formal visits undertaken during project period	1. Undertake a series of exchange visits to familiarize both francophone and anglophone movement staff and leadership with each other's philosophy, approaches and techniques;
Open provincial branch offices	Not complete	2. Open provincial level branch offices in those areas where justified;

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
Distinguish functions of CamCCUL & national association	Discussions ongoing	3. Determine which of CamCCUL's functions can be most efficiently carried out by a national association or to be organized provincial leagues.

8. SHARED MANAGEMENT SERVICES

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
During years 1 & 2 test the various alternative methods of assisting credit unions	CamCCUL Mgmt & Advisors surveyed 11 possible strategies to accomplish this objective.	By the end of the project, CamCCUL will have developed and tested alternative methods of providing professional management to credit unions operating in close proximity, and which individually do not require or cannot obtain qualified part- or full-time management. Alternatives to be tested include the use of:
Year 2	Proposed in Year 4	-itinerant bookkeepers
Year 2	Proposed with EDP	-service centers
Ongoing	Ongoing	-merging credit unions/branches
Year 2	Year 3	-league management contracts
Year 3	Not accepted	-use of posting machines
Year 3	Consultancy conducted in year 3	-centralized electronic data processing facilities

9. PREPARATION OF MANUALS

<u>Proposed</u>	<u>Achieved</u>	<u>Indicators</u>
Five manuals in both French & English	See development, documentation, printing, & translating history on following page	During the project period, CamCCUL will develop and document, in both French & English, operating manuals for at least the following operating systems:
Year 2		-Bookkeeping
Year 5		-Budgeting
Year 4		-Credit policy & procedures
Year 3		-Membership & savings promotion
By year 5		- Internal auditing Copies of above to be distributed to every credit union during CamCCUL's education program.

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Actual Manual Production Achievements

<u>Operating Manual</u>	<u>Writing Completed</u>	<u>Date Printed</u>	<u>Translation Completed</u>	<u>Second Printing</u>
Bookkeeping	April 1982	Aug. 1982	Jan. 1985	July 1986
Budgeting	(1)	(1)	(1)	(1)
Credit Policy & Procedures	(2)	(2)	(2)	(2)
Membership and Savings Promotion	Oct. 1985	Nov. 1985	Jan. 1986	Feb. 1986
Internal Audit	July 1986	(3)	(3)	(3)
<u>Other Manuals:</u>				
Audit Manual	Feb. 1983	May 1983	Dec. 1985	July 1985
Education & Training	Nov. 1985	Dec. 1985	Feb. 1986	(4)
Loan Delinquency Control Guide	Nov. 1985	April 1986	Mar. 1986	April 1986
CamCCUL Second 5-Year Plan	Feb. 1985	Feb. 1985	June 1986	July 1986
SFPC Manual	July 1986	(5)	(5)	(5)
Personnel Manual	Dec. 1984	1985	(6)	(6)

Notes:

- (1) The Budgeting Manual was drafted by the Education and Training Officer, with the assistance of the Management Advisor, but writing is not complete. Sufficient material exists at CamCCUL to complete this work, and it may be reproduced on stencil for distribution in 1987.
- (2) Two credit manuals were drafted: one by the Education and Training Advisor, and a second by the Assistant Manager (at a training workshop in ACCOSCA) in 1984. In 1986 a composite of the two was designed, and is now on the word processor.
- (3) The Internal Audit Manual was written in 1985, but simplified in 1986. It has since been inputted to the word processor and is ready for printing.
- (4) The Education and Training Manual was printed only in English due to the fact that less than six staff would be able to make use of a French version at this time.

- (5) The SFPC Manual was first drafted in 1984, by the WOCCU Credit Advisor. It was revised in 1986 and has been inputted to the word processor. A sample copy has been printed.
- (6) The Personnel Manual has not been translated yet.

C. Issues and Problems and their Solutions.

The achievement of the nine project objectives required dealing with some in-field conditions which the project planners could not predict. Though there were no seriously limiting conditions, some items which changed the direction or content of activity of the League and/or Advisors should be mentioned here.

1. Education and Training

- a. The project called for an Education and Training Advisor to be posted at the beginning of year two of the project. The Advisor arrived in Cameroon approximately one year later than originally planned. This was mainly due to the fact that CamCCUL was already receiving some assistance in its training programs from the Konrad Adenauer Foundation (of Germany) and filling the WOCCU position would have created a redundancy at that time.

The first candidates found for the position had strengths in some of the areas needed by CamCCUL, but not all. Because of this, it was necessary for WOCCU to readvertise the position. The result, however, was worth the additional effort, as WOCCU was able to employ a very capable trainer with excellent overseas experience.

There was no negative impact from this delay, except for the possible over involvement of the Management Advisor in the training area for the first two years of the project. The overall impact was positive in that CamCCUL was able to get the most advantage of all its assistance.

- b. At the time of the arrival of the Education and Training Advisor, his counterpart was also the Acting Manager, and heavily involved in all the operations of CamCCUL. As agreed by all, the Advisor needed someone to work with him on a regular day-to-day basis. Since it was not possible for the Acting Manager to spend this much time in the training area, CamCCUL solved the problem by appointing a new Education and Training Advisor. This arrangement has worked out well.

2. The Productive Credit Program

- a. During the course of his three-year contract, the WOCCU Credit Specialist was injured in a work related incident, and was hospitalized in the U.S., where he received major back surgery. After his return, the advisor was able to complete his assignment, however, and the objective's action steps were all completed. One development from this experience was that the

Production Credit Officer, the Advisor's counterpart, was able to carry on all the activities of that objective, thus proving the effectiveness of the counterpart training.

- b. The mid-term evaluation pointed out that few farmer credit union members were applying for SFPC loans. One reason suggested was the difficulty farmers had in filling out the SFPC loan application forms. The SFPC team immediately revised the loan form, leaving out many of the questions which had been designed for agricultural data collection. Though this made the application much easier, it was later learned that farmers tended to apply for any other kind of loan, as long as they didn't have to fill out more than the standard credit union loan application form.

It is recommended that the Productive Loan Department Officers develop a more effective method of providing for and monitoring productive credit. It is assumed that many loans used for agriculture are called education or trading loans, and therefore are not monitored.

3. Training of League Staff

The training of staff, through the project as well as through ACCOSCA and on-the-job staff development, has helped the League improve even more the levels of some staff. There are some positions, however, which could use a different type of training.

Because CamCCUL has developed into a modern, mature organization in a short period of time, its staff have had to adjust to a very fast changing environment too quickly. Certain strains can be observed in some positions where CamCCUL, due to the demands of development, has not been able to provide individual development support. More guidance needs to be given to staff in the areas of supervision of other employees, attitude development, time management, maintenance and care for mechanical and electronic equipment, and efficient use of the tools available.

This kind of training usually comes through the close supervision by senior staff members, and requires the setting of personal development goals by employees and their supervisors. CamCCUL should institute a staff development program specifically aimed at improving the following necessary working skills:

- Supervision of fellow employees. This should consider some decentralization of management through a more formal organizational structure, allowing more authority and responsibility at department levels.
- Training. Though League staff have received many hours of instruction on how to train, we still see some evidence of reverting back to the extensive use of the lecture method of presentation, inconsistent use of lesson planning and less and less use of audio and visual aids, workshop techniques, role plays,

field trips and other teaching methods which have been taught and are available. Some staff members make use of these techniques, others do not take the time to prepare them.

- Time Management. Staff members have busy schedules and though they accomplish much work they need to have more guidance on effective use of time. This includes some separation of duties to allow specialization, and requires that staff members be able to depend on other staff to perform their functions in a timely and complete manner. Staff should not be overburdened with work, but should be allowed to complete assignments in a quality manner. Most senior staff at CamCCUL's head office spend well over 40 hours per week at their jobs. Many cannot finish their assigned work in that time. This could be improved in part by teaching employees how to better arrange their schedules, and how to make use of the time and tools available.
- Speed Reading. Certain employees have noticed that the volume of materials required to be read just to stay competent in their jobs has increased many-fold in the last several years. One employee has specifically requested help in increasing his speed and level of comprehension of reading. Management should find a way to assist employees in this manner.
- Care and Maintenance of CamCCUL Equipment. The League is relatively well endowed with mechanical and electrical equipment, and has come to rely on this equipment in its everyday work. Until now, the advisors have played a major role in maintaining this equipment and in teaching staff how to protect sensitive equipment from dust, electrical fluctuations and other sources of problems. Certain staff should be given the responsibility for looking after items such as the computer equipment, photocopiers, duplicators, typewriters, audio-visual equipment and automobiles, and be made accountable for their condition.

4. Consolidation and Liquidation of Credit Unions

The project planners assumed that credit unions could be liquidated based on the face value of numerical indicators. Though the indicators of likelihood of financial success were good benchmarks, they did not consider certain other important factors. Each credit union recommended for liquidation had to be considered on its own merits.

The League soon found that it was investing more to liquidate some societies than it had been losing by allowing the credit union to operate at its slow pace. Also, some staff and board members disagreed with the liquidation of any society until there was absolutely no breath of life remaining.

We also learned that as soon as the liquidation procedure started some members were likely to come forward with the hope of reviving their credit union.

The actual liquidation procedure involved several additional hurdles. A cooperative cannot be liquidated without an appointed liquidator to supervise the process. The appointment of this person, (from Yaounde), often took long, and since Cooperative Inspectors are busy, and often transferred, the actual process could take years. Additional delays occurred because loans must be collected before the credit union can be dissolved, and delinquent borrowers (the usual reason behind the failure of the credit union) are particularly difficult to locate and motivate.

Though the liquidation of dormant credit unions should not be a major objective of the League, it is recommended that CamCCUL keep up the steady pressure it has over the past five years. Dormant societies do not promote good credit union activity.

5. Personnel Management

CamCCUL has a high caliber staff. Individuals are well selected by management, and tend to be of a type willing to work long, hard hours and in most cases, travel extensively. Visitors from within Cameroon, as well as from abroad, have often praised the high quality of work and cheerful attitude of most of the League workers. The Advisors are in agreement with these views, and have felt that League staff have run CamCCUL's affairs better than any other organization in Cameroon has been able to manage its affairs.

Staff and Board were all pleased to see the documentation of the League's personnel policy, because it shows the staff that they are acknowledged as each being an important asset of CamCCUL. The Policy also eases the Board's concern about staff management, knowing that there exists a documented guideline which they and management can refer to.

In continuing this tradition of excellence, the League should pay particular attention to development of its recognized most important asset; its staff. This can be done through some of the training described in item 3 above, and also through a goal setting and incentive system. In the annual personnel evaluations, senior management now identify areas for future improvement for the employee. This is an excellent step toward helping staff know their strengths and weaknesses and take action to continually improve personally as well as professionally. The League should now introduce an incentive system, to reward employees for high achievement.

6. Planning Capability

CamCCUL can prepare effective long-range plans, as evidenced by the most recent development of its second five-year plan. By following its own documented planning strategy the League should be able to replicate the planning process when required in 1989 to prepare its third five-year plan.

CamCCUL is less adept at mastering short- and medium-range plans. This is due, in part, to the continuous outside generated events such as visits or requests from agencies with which the League works. Some events, however, can be predicted and planned for, and the League has made good strides towards maintaining an even keel. In the area of planning, however, CamCCUL would benefit by more concentration on medium-range calendars. This should include regular monthly meetings (no more than one hour is necessary) of staff, to review the overall plan for the coming period. This review should include the schedules for special audits, vacations, staff travel, visits to the CamCCUL office or the field areas, and all items which may affect planning by staff or management.

CamCCUL's short- and medium-range financial planning could be assisted by maintaining data and formulas on the personal computer. Most of the projections made by the Central Finance Officer are made without this assistance, at present. It is recommended that he be given the opportunity to improve both his general finance analysis skills as well as his knowledge and skills on the computer to be able to supply the Manager with up-to-the-minute information and recommendations.

7. Development of National and Regional Structures

The goal of uniting the two cooperative credit and savings network structures in Cameroon into one national association has merit. From the perspective of efficiency of operation one can see that much more could be accomplished with the same investment that two organizations require. National policy could be more easily prepared if the efforts of developing it could be directed at one system of operation. Affiliation with other national and international organizations is a big plus, but, as in the case in point, there cannot be two national associations from the same country represented internationally.

The social factors in setting objectives such as this one, however, are more complicated than often appreciated. Each of the two organizations wants to maintain its identity. Each would like to see one national organization without giving up the structure it has built. Both CamCCUL and UCPY have made admirable progress toward achieving this objective. The push which was received from the Department of Cooperation and Mutuality in the late 1970s however, has lost some of its momentum.

There needs to be a clear reason to pursue this objective by the parties concerned. A project such as this should not be required to attempt to do anything more than make it easy for the parties to discuss. Though the final objective was not achieved, the progress made was the best that could be expected under the circumstances.

This report recommends that CamCCUL continue to maintain its good working relations with UCPY, by attending their meetings when invited, inviting the Directors and Management of UCPY to certain CamCCUL functions and meetings, and by initiating joint activities such as workshops, seminars, exchange visits and meetings with the

Director of Cooperation and Mutuality and his officers. The goal of this would be to show a sincere interest in assisting UCPY to understand the mission purpose and operations of CamCCUL, and to become more comfortable with the idea of working together in the future.

8. Shared Management Services

CamCCUL Management and Advisors considered many alternatives to help small credit unions better manage their affairs, before coming to the conclusion that, at this time, the most effective way to help is through the League field-worker. Well informed field staff, trained in adult education methods, have been the most important factor in guiding the weak credit unions.

Of the methods reviewed, including: itinerant bookkeepers, use of service centers, use of mergers with branches and collection centers, League management contracts, use of posting machines, use of electronic data processing facilities, special training of bookkeepers in the head office, and subsidizing bookkeepers through a paid managers revolving fund, the most effective methods were concerned with giving individual attention to the credit union in questions. The paid managers revolving fund was not successful because:

- a. Credit unions did not want to pay interest on loans to pay their bookkeepers
- b. The credit unions wanted outright grants or longer periods for repayment and/or lower interest.
- c. Some credit unions could not find bookkeepers to stay in their areas long enough to make the time and expense worthwhile.
- d. Some credit union officers were not able to understand the scheme well enough to take advantage of it.

The one aspect of the paid managers revolving fund which did seem to have good results was the specialized training of bookkeepers in the head office. This training was one-on-one, and showed evidence of being able to upgrade skills in a short period of time. This method consumed much League staff time, however, and could not be carried on continuously.

It is recommended that CamCCUL further develop its in-house specialized training program, using its video facility if possible, to be able to improve this service to credit unions.

Another method that could still be tried is the itinerant bookkeeper. In late 1985, League Management and Advisors focused on this alternative and determined that, contrary to earlier speculation, the idea could work if well monitored by head office and field staff. It is recommended that CamCCUL continue to investigate this alternative, and if funds can be found, employ it on a pilot basis.

9. Preparation of Manuals

Time and money were limited in this area, and being in a bilingual country, two versions of each manual are required. The technical information for all the manuals now exist, and those few remaining to be completed require only a large dose of staff time to put the information in simple, logical frameworks, and a measure of money to print them.

The project planners might not have realized the cost of printing the Operations Manuals, and, it was only through the increased value of the dollar during the middle period of this project that the project was able to help the League print as many manuals as it did.

Development of manuals for use in a society where the reading skills may average less than that of eight years of education requires special writing ability. CamCCUL found, during the mid-term evaluation, that the intended beneficiaries of these manuals were not able to use them effectively. More time was, therefore, required to rewrite some of the material in some manuals (SFPC, Internal Audit, Budgeting, and the Credit Policy and Procedures Manuals). Since the League cannot afford to dedicate staff to just the writing of manuals more time must be allowed for completion of each manual.

It is recommended that CamCCUL consider in its medium-range planning the need to allow staff members to devote more time to developing and writing the remaining manuals. The League staff currently working on the manuals is able to devote less than three hours per week to this activity. It is recommended that they be allowed to devote ten hours per week until the manuals are completed.

10. Other areas:

A recent natural disaster in the Northwest Province reminds us of the unpredictability of future events. Since CamCCUL has taken over the complete running of its Risk Management Program, there has not been an actuarial study, nor a study to determine the extent of risk or the League's ability to absorb that risk. It would be prudent for CamCCUL to request technical assistance in this area as soon as possible, to know and understand the strengths and weaknesses of its present position.

IV. IMPACT OF THE PROJECT ON INDIVIDUALS, INSTITUTIONS AND THE NATIONAL ECONOMY

During the five years of this project the League witnessed dramatic changes in the habits of credit union members and in the operations of its affiliated credit unions. The League itself has undergone significant changes, many of which are direct or indirect results of this project.

INSTITUTIONAL DEVELOPMENT

The Project Impact Study completed in March, 1986, by Dr. John Gadway, states ". . . that CamCCUL has, in the past five years, guided the credit union movement in Cameroon to the threshold of what could be a new era of substantial and sustainable growth, growth that could transform the League into a major financial institution within the Cameroonian economy by the end of the century." He further states that "Through the operation of the Central Liquidity Facility, the League should be able, in the coming years, to mobilize enough resources to have a noticeable impact on the economic development of Cameroon."

The study found that the average household, based on 249 interviews, in the Northwest and Southwest Provinces, had financial savings of 295,286 CFAF (approximately \$844). This compares with the 1984 per capita GNP of \$880, and indicates a higher than expected level of saving. More interestingly, the study found that 34.9% of that is saved in the credit union while only 13.0% is saved in banks. The only other significant place for saving is the traditional savings societies, or "njangis," which account for 32.0% of the savings. In areas where there are no credit unions, over 50% of the savings resides in these njangis.

Dr. Gadway calculates that there is a potential in Cameroon for credit union savings in the area of 87 billion CFAF. To capture these deposits at the current rate of the movement growth would take 15 to 20 years. CamCCUL has begun to tap that market, as can be seen from the growth rate of 20+% in the last several years.

This project has helped the credit union institutions in Cameroon identify the potential for savings mobilization, and to strengthen their abilities to develop that potential.

CAPITAL FORMATION: Table 1 shows how the total movement savings has increased over the years. The seven billion CFAF which savers deposited in the credit unions as of the end of June 1986 represents capital which can be tapped by individuals and institutions for development of worthwhile objectives.

TABLE 1
Growth of CamCCUL Related Credit Unions and Discussion Groups

<u>Year</u>	<u>Total Membership</u>	<u>Shares/Savings (CFAF)</u>	<u>Loans Outstanding (CFAF)</u>	<u>Number Registered Unions</u>	<u>Number Study Groups</u>	<u>Total No. of Unions</u>
1969	5,200	21,500,000	14,000,000	41	44	85
1970	8,470	40,700,000	23,750,000	51	76	127
1971	13,975	89,005,000	50,254,000	66	107	173
1972	19,268	142,861,000	86,658,000	67	123	190
1973	22,514	222,124,063	126,762,981	92	89	182
1974	24,969	354,969,407	203,312,173	91	86	177
1975	31,236	549,731,866	318,762,129	92	110	202
1976	35,040	777,431,876	479,035,437	93	98	191
1977	37,357	985,941,277	633,667,241	95	92	187
1978	36,662	1,336,079,821	926,329,169	99	98	197
1979	40,524	1,799,418,149	1,263,435,152	106	98	204
1980	41,197	2,338,517,094	1,626,657,306	106	98	204
1981	44,778	2,939,423,719	2,035,159,225	109	95	204
1982	47,888	3,583,737,100	2,494,877,309	112	104	216
1983	50,042	4,307,511,428	3,010,597,133	112	108	220
1984	53,016	5,328,305,547	3,677,394,661	113	112	225
1985	58,604	6,493,662,064	4,584,349,824	116	106	222
1986*	58,622	7,231,655,576	4,918,365,278	119	104	223

*As of June 30, 1986

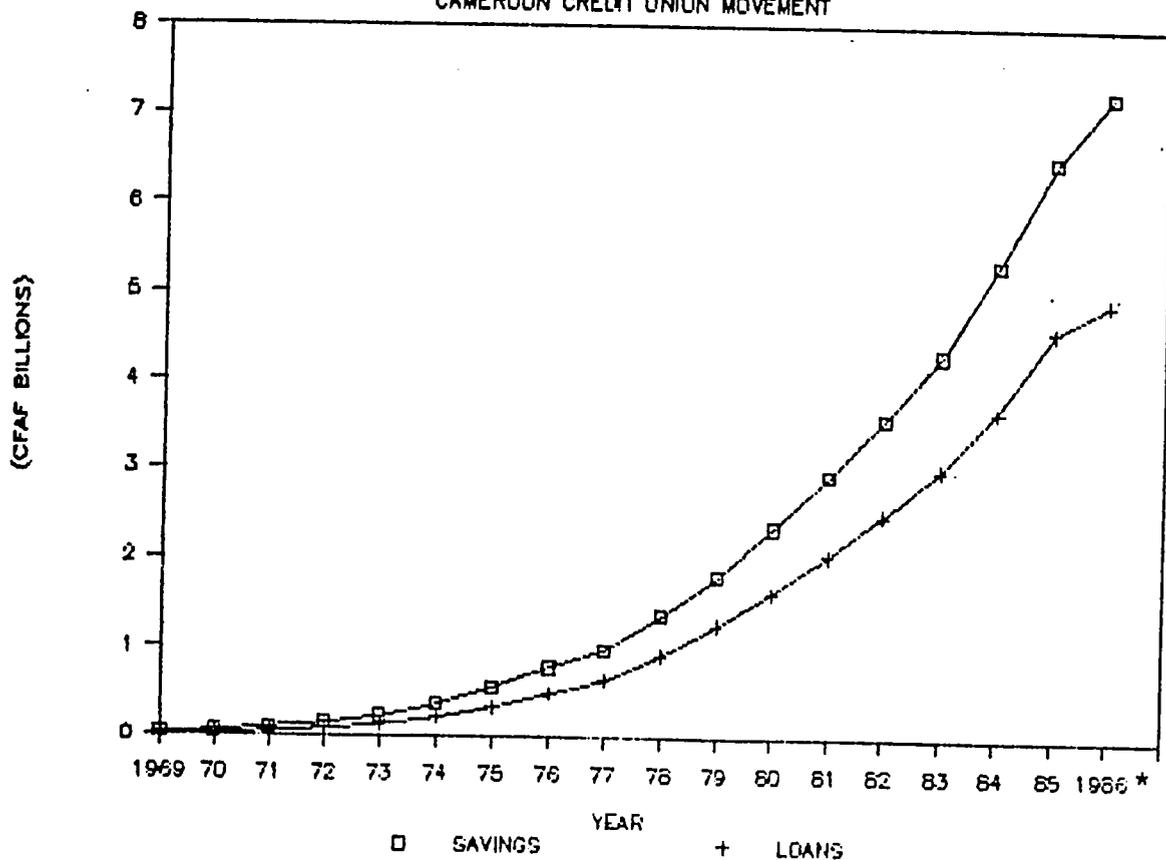
The growth in movement savings over the nine-year period of 1974-1983 was over 1100%. This compares to the savings growth rate of 182% during the same period for all the affiliated members of the World Council of Credit Unions.

The line graph below indicates the rapid growth in Cameroon. The apparent drop off in loans during 1986, is due to the following: the figures represent only the first six months of 1986, and most loans in this movement are granted in September (for school fees) and in December (holiday shopping). Also, lending in some credit unions is down because of attempts to fight loan delinquency.

C H A R T I

SAVINGS AND LOANS GROWTH

CAMEROON CREDIT UNION MOVEMENT



* 1986 figures include loans and savings as of June 30, 1986.

A survey of 100 credit unions reporting early in 1986 shows that during 1985, the members in those credit unions saved an average of 15.189 CFAF. Some credit unions recorded 1985 savings as high as 74.580 CFAF or, approximately \$213.00 per member. The rate of growth of individual savings has surpassed the effects of inflation, as can be seen from the table in Exhibit II.

Of the 6.5 billion CFAF in savings, 4.5 billion CFAF was being used by individuals to accomplish the things important to them. A survey of 163 credit unions shows that of 4,658,079 CFAF in loans granted during 1985, the uses were as follows:

TABLE 2
USES OF LOAN FUNDS BY CREDIT UNION MEMBERS

Based on Information from 163 Credit Unions

<u>Loan Type</u>	<u>Amounts (000 CFAF)</u>	<u>Percentage</u>
Farming	244,589	5.3
Building	1,765,619	37.9
Trading	800,137	17.2
Medical	369,492	7.8
Education	1,026,069	22.1
Consumption	<u>452,173</u>	<u>9.7</u>
Total	<u>4,658,079</u> CFAF	<u>100.0%</u>

The table shows that members chose to use their loans for developing their property (37.9% for building) and to educate themselves and their children (22.1% for education). Loans for general consumption were less than 10%, while farming and trading loans (i.e. productive loans) make up a combined 22.5% of all loans granted. The impact of all credit union loans is impressive in that the economy of Cameroon and the standard of living of the individual have benefited from an available source of credit.

The two bar charts on page 30 and 31 indicate the relative impact of loans granted in both SFPC and non-SFPC credit unions. Chart 2 shows that, in terms of total amounts, SFPC credit unions grant far less in loans than the credit unions not in the program. Total loans granted in the 28 SFPC Societies during 1985 amounted to 811,370,619 CFAF. Compare this to the loans of 3,846,713,381 CFAF granted in just 135 of the remaining 192 societies.¹

¹ Only 163 credit unions submitted data on loan distribution for 1985. Of the 57 not reporting, however, many are small and many have less than 200 members.

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LOAN USE COMPARISON (SFPC vrs NON-SFPC)

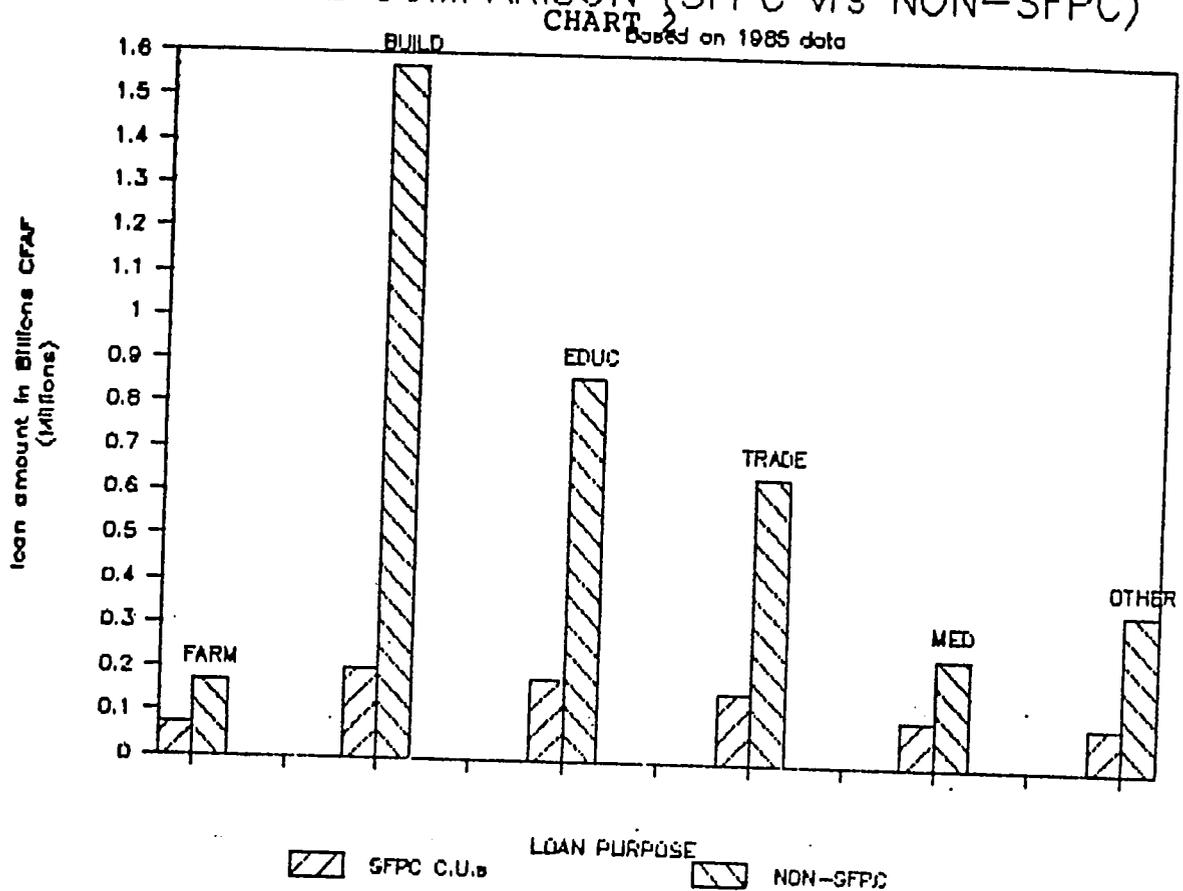
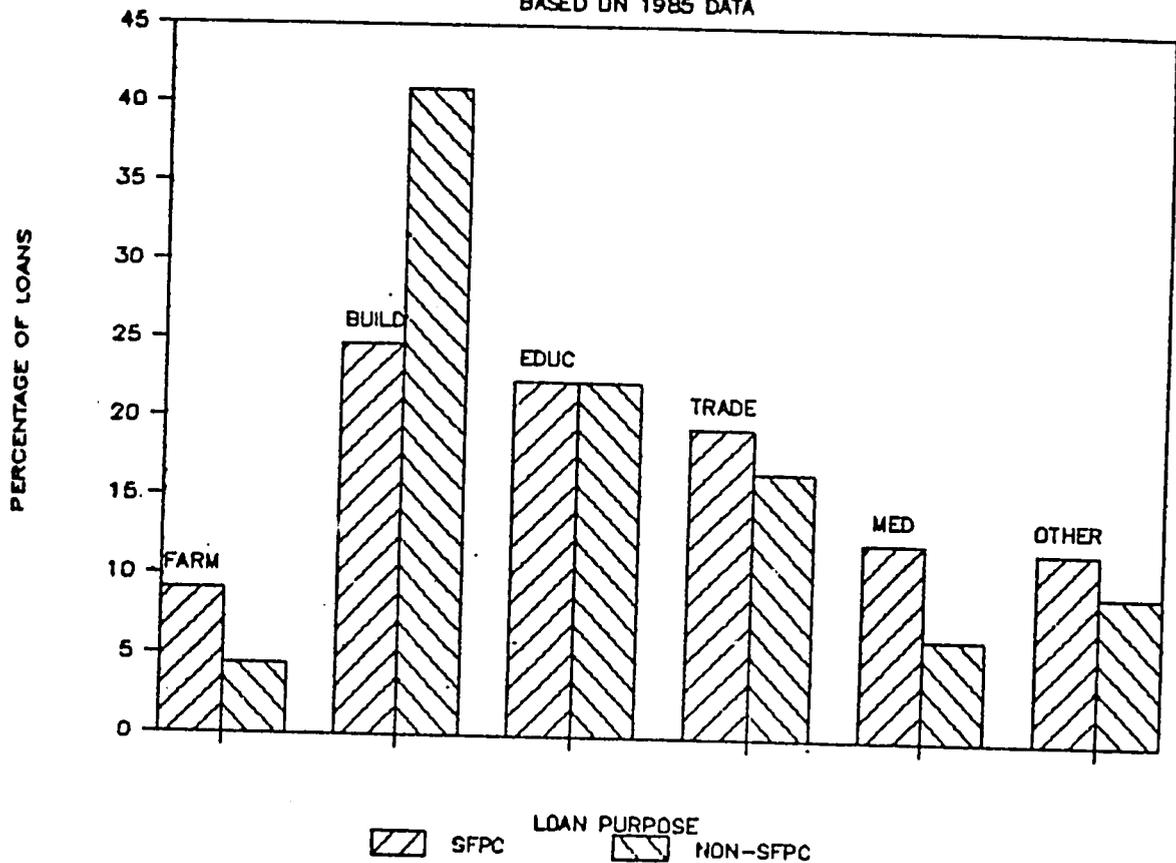


Chart 3, however, shows a considerable difference in the distribution of loans when measured by percent of total loans. Loans for farming made up 9.1% of all loans in SFPC credit unions, but only 4.4% of loans in non-SFPC credit unions. This is more than offset in building loans where the percentages are 24.7% and 40.9%, respectively.

The figures indicate an expected emphasis on agricultural production in the targeted area. This may be an inaccurate indicator, however, as some economists, Dr. Gadway in particular, contend that there is no way to accurately measure how loan funds are used at the individual member level. This is because individual members do not have formal budgeting and allocation mechanisms: all funds go into the same pocket, and are disbursed as needed without strict adherence to intended purpose, or respect to matching source and use.

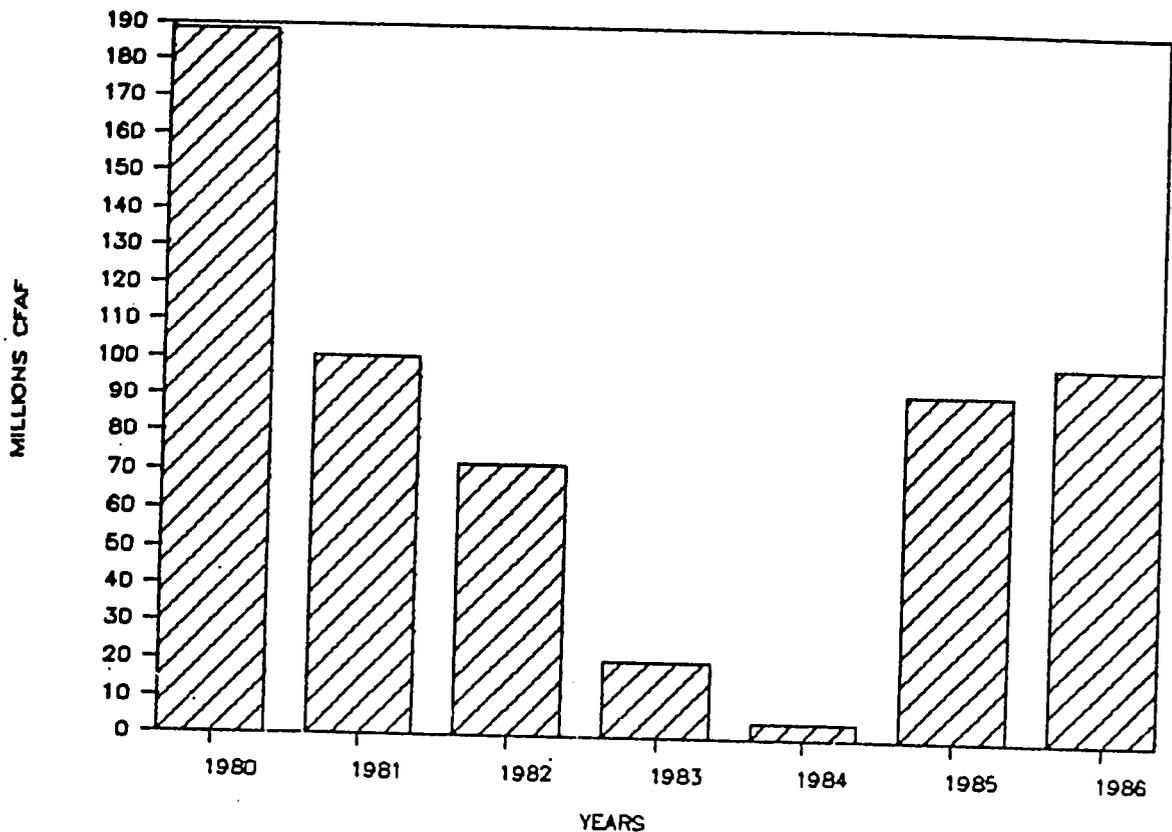
CHART 3
 LOAN USE COMPARISON (% OF AMOUNT)
 BASED ON 1985 DATA



In addition to the funds lent to individuals through the credit unions, some of the funds deposited with the League by the credit unions are lent to marketing societies and other cooperatives. See Chart 4 on the following page for a historical trend of these loans.

Finally, the League has invested its own reserves in assets that will continue benefiting the credit union movement in Cameroon. A good example of this is the new headquarters office constructed in 1983.

CHART 4
LOANS TO OTHER COOPERATIVES



LOANS TO OTHER COOPERATIVES DECREASED BETWEEN 1981 AND 1984

The activity of lending to other cooperatives is dependent on the needs of those cooperatives as well as on their alternative supplies of capital. During the period 1982-1984, the marketing cooperatives were experiencing internal problems. While solving those problems, they did not require CamCCUL funds, as the National Produce Marketing Board channeled funds from a different source. CamCCUL, however, is always available as a source for those funds, as can be seen from the increased activity after 1984. CamCCUL sees itself as the financial arm of the Cooperatives and expects more involvement in the future.

NOTE: Most of the above loans are for the pre-financing of coffee purchases. Some, (about 3%), was lent to the Bamenda Handicraft Cooperative and to the Bamenda Vegetable Cooperative, for use in purchasing shelf items. The 100,000,000 CFAF loan shown for 1986 has been approved by CamCCUL's Board of Directors, but will not be paid out until October, 1986.

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EDUCATION: The education and training of League staff, as well as the credit union officers, has established a solid foundation for building the movement of the future. The indicators for objectives number 1 and 3, in Appendix I, demonstrate the amount of training CamCCUL has invested in the movement.

ASSETS: Total League assets have grown from 574.6 million CFAF at the end of 1980, to 2,124.4 million CFAF at the end of 1985. This represents an increase of nearly 270% over five years, or an average of 53% per year.

Approximately 75% of these assets are in fixed deposits with banks, and are available either for lending back to the credit unions to provide short-term liquidity, or to invest with other cooperatives for their liquidity needs. It is this facility which allows CamCCUL the advantage over other developmental organizations; through the investment of these deposits CamCCUL can earn income to pay for operating costs, thus being capable of maintaining its operation from its own operating income.

Credit unions have also benefited from this project. As mentioned above, presidents, committee chairmen and bookkeepers of all credit unions have been included in CamCCUL's training programs, which received a major boost through project input of technical assistance and staff training funds. The best indicator of success is the continued expansion in membership and savings in these societies, and the improved efficiency of their operation.

More tangible evidence can be seen in the credit union operating manuals now being used by credit union officers. As noted above, five such manuals have been specifically designed to aid the credit unions in improving and expanding their services to members. From the League's position, the increased viability of all its affiliated societies lends support to the achievements of the project.

CAMCCUL STAFF DEVELOPMENT. The staff of the League have developed along with the League. Between 1980 and 1981, three additional staff members were brought into the head office to deal directly with project-related objectives. These included the Production Credit Officer, the Assistant Production Credit Officer, and the Education and Training Officer. In addition, CamCCUL Management added one clerical staff member, one accounting clerk, an additional driver and two additional building staff.

CamCCUL Staffing Development

<u>League Staff Positions</u>	<u>1980</u>	<u>1986</u>
Manager	1	1
Assistant Manager	1(a)	1(c)
Chief of Audits	(a)	-(c)
Central Finance Officer	1	1
Risk Management Officer	1	1
Education & Training Officer	(a)	1
Production Credit Officer	-	1
Assistant Production Credit Officer	-	1
Cashier	1	1
Accounts Clerk	-	1
Field-worker Supervisor	(b)	1(d)
Field-worker	8	15(e)
Secretary/Typist	2	3
Driver	1	2
Building Maintenance Staff	-	1
Watch Night	-	1
Total Cameroonian Staff	15	32
Expatriate Volunteer Field-workers	6	4
Total Staff	22	36

Notes:

- (a) The Assistant Manager also performed functions as the Education and Training Officer as well as the Chief of Audits, until 1984, when a new Education and Training Officer was appointed.
- (b) The Risk Management Officer and the Assistant Manager also acted as field-worker supervisors.
- (c) The Assistant Manager is in charge of the Audits Department.
- (d) Not including the Chief of Audits and the Risk Management Officer, both of whom have responsibility for supervision of field staff.
- (e) All head office staff supervise some credit unions. As of September, 1986, the head office staff are cumulatively responsible for supervising approximately 30 credit unions.

DEVELOPMENT OF THE INDIVIDUAL

As more and more Cameroonians learn wise money management there is an expanding nucleus of individuals capable of making good decisions about its use. There is no other place in the country quite as suited to give training in money management as the credit union. Through promotion brochures, newspaper and radio articles on money management through the credit unions, and through the credit union movies, which have been shown over 500 times since 1980, both the rural and urban Cameroonians have come to know and understand the credit union idea.

CamCCUL has brought the credit union ideas to the furthest villages by promoting to the general public as well as in organized training of credit union officers and leaders. The statistics in Appendix I, attest to the numbers of people trained. Once trained, some of these people may leave their board of directors position, but they will usually remain credit union members. Whether they remain in the same society or are transferred to another area, they will be in a position to support credit union activity. Their knowledge about money management makes them better educators and better citizens.

Members who belong to the first 100 credit unions to send their 1985 statistics to the League, earned 175,079,226 CFAF, in 1985, in the form of dividends and interest on their savings. This averages 5,246 CFAF for each of the 33,372 members represented. In addition, people employed by those same credit unions as bookkeepers and managers cumulatively earned 33,201,622 CFAF.

Finally, the data in Table 2 shows that people are borrowing for worthwhile purposes. They have learned that investing their money in building a solid house to live in, and for good education for their children will assure them a higher standard of living for the future.

IMPACT ON OTHER INSTITUTIONS

An organization with 60,000 members, controlling over seven billion CFAF in liquid assets must have some impact on other institutions, as well as on the national economy of Cameroon.

Banks The credit union mission is to provide a secure place for deposit of members' money and a source of loanable funds at a reasonable rate of interest. As a not-for-profit organization, owned by the people who use it, a credit union can provide many of the services which banks traditionally supply, at less cost to the member.

Credit unions do not compete with banks, though both are in the private sector. The first credit unions were started where banking services were not available. Today, banks and credit unions exist side-by-side, each tapping a particular segment of the market.

In many large communities, bank officers and employees are credit union members. They have accounts with the banks, but when they need cash for immediate needs, they happily call on the community credit union for a withdrawal or a loan. In Bamenda, for example, some bank officers have been the strongest supporters of Azire Cooperative Credit Union.

In Azire, members rely on the ability to make daily deposits of the cash from their shops and businesses. Though much of this is withdrawn early the following morning, some cash remains with the credit union. On some occasions, over 80.000.000 CFAF remains in these short-term deposits, representing a valuable service to members which banks are not able to match. Banks, on the other hand, are capable of making very large loans to businesses which credit unions might not be able to do.

The credit unions have built a reputation of trust, efficiency and compatibility, inspiring more savers to put their money in credit unions. The result has been a shift from the use of banks to the use of credit unions for savings and for small loans. Though this impact cannot be accurately measured, we can only note that credit union savings in general have increased at a faster rate than the rate of personal savings in banks in Cameroon.

The membership served by the credit unions tend not to be bank borrowers. There are, however, other sources for loans. A study made by the Testing and Liaison Unit of the National Cereals Research and Extension (NCRE) Project found, in 1983, that farmers in the Northwest Province who borrowed money, used the following sources:

TABLE 4

<u>Source of Credit</u>	<u>% Using that Source</u>
Credit Unions	34.5%
Fonader	29.7%
Cooperatives	16.4%
Friends & Associates	12.7%
Banks	4.2%
WADA	2.4%
	<u>100.0%</u>

The League adds to that impact by lending funds to the marketing cooperatives for the pre-financing of coffee and coca purchases from farmers and for purchase of inputs. The League has also helped cooperatives purchase vehicles for transport of produce and inputs, and for purchase of shelf stock for the Vegetable Cooperative and the Handicraft Cooperative of the Northwest. CamCCUL considers itself to be the financial arm of the cooperative movement in Cameroon. See Chart 4 (page 32) for a better idea of how CamCCUL has filled that role in the recent past.

A final area of project impact is in this project's relations with other projects and Government agencies. Though this is one of the few USAID projects in Cameroon not directly tied to agriculture, there has been ample opportunity to work with the technicians of other projects. Some examples are as follows:

- The League has been responsible for the distribution of approximately 800 kilograms of high yielding maize seeds every year to its credit union affiliates. These seeds come from the National Institute for Agricultural Research (IRA), and are developed with the assistance of the National Cereals Research Project. In 1982 and 1983, technicians from IRA traveled with the CamCCUL SFPC team to distribute the seeds to SFPC farmers and to teach them how to use them. At least two credit unions are located at IRA centers; Bambui and Ekona, allowing opportunity to interface with technicians often.
- During its SFPC seminars, the production credit team has worked with animal technicians from International Animal Research (IRZ) and the heifer project, to pass on skills to credit union members.
- Agricultural project technicians frequently come to the League for assistance for one of their good farmers who needs capital to begin a project.
- The Management Advisor of this project has been able to gain from, as well as contribute to, the informal computer learning group, which is mainly comprised of NCRE and credit union technicians, along with some MIDENO staff and a few other interested parties. This help has been invaluable in our location, where computer stores are nonexistent.
- Credit union technicians have assisted the cattlemen as well as the dairy farmers in the North West Province in setting up cooperatives for their own needs.

V. PROJECT DESIGN

The Credit Union Development Project was well designed, though the goals were very ambitious. Two areas stand out as being problematic in implementation.

1. The objective of creating national and regional structures, though the intent has merit, is a very sensitive area for technicians to be involved in. The initiative must come from both CamCCUL and UCPY, and the project's involvement should be only advisory, and, to some extent, to assist in providing the means to carry out the exchange visits, workshops and meetings.

In this case, the technicians felt a responsibility to push for action from the two parties, but at the risk of creating animosity toward themselves, WOCCU and USAID.

It is recommended that objectives of this nature should be specifically identified as being the responsibility of the implementing agency rather than the advisors, and the roles of the parties be specific. Also, the use of project inputs for such purposes should be clearly identified. In this project there were no funds specified for this activities related to this objective.

2. The objective of testing alternative methods of shared management frustrated both the League staff and WOCCU advisors. Project designers may have misinterpreted the needs of the credit unions. After much hesitation, the League decided to initiate a revolving fund to help pay for bookkeeping staff.

The need to charge interest on the use of these funds may have deterred credit unions from applying, however, and after one year, only two credit unions applied. The first was disqualified for not meeting the minimum requirements. The second applicant is beginning the program in the last six months of the project.

Credit unions want either a direct grant from the League for paying their bookkeeper, or a League staff member to come to their society and solve all their accounting and record-keeping problems.

A final note on the project design deals with the busy schedule such an ambitious project entails. Though CamCCUL staff, credit union officers, and the ultimate beneficiaries, the credit union members have all benefited from this project, the strain of implementation did not go unnoticed. From the first day of arrival of the WOCCU Technicians the League's "normal" activity ceased to exist. The demand of advisors, consultants, reporting, project officers and visitors to the project added a tremendous burden to the League staff.

Though it is not unusual for projects such as this to leave a wake of uprooted employees, temporary systems, and confused beneficiaries, there may be a way to design projects so that the work of carrying out the project fits more smoothly into the normal operations of the implementing agency.

VI. PROJECT MANAGEMENT

The World Council of Credit Unions, and CamCCUL are jointly responsible for assuring the effective implementation of the goals and objectives of the Credit Union Development Project. WOCCU, as the agency charged by CUNA to carry out its development projects, took the lead role in writing the proposal, initiating project start-up, recruiting advisors, recruiting consultants as needed, overseeing the project activities, accounting for funds, and reporting to the other project participants, including ACCOSCA and USAID.

CamCCUL as the implementing agency for the project, has primary responsibility for achievement of the nine basic objectives. This includes taking all the necessary actions to accomplish its five-year plan, and to achieve technical and financial self-sufficiency by the end of the project. The contributions of the major project participants are listed below:

World Council of Credit Unions

The World Council assisted CamCCUL in developing its five-year plan, as well as the project proposal based on that plan. WOCCU recruited the first two advisors early in 1981, and conducted a three-week orientation for them in July and August of that year. The Project Manager traveled with them to Cameroon, and worked with them for three weeks to iron out some last minute details in getting the project underway. He was able to introduce the new advisor team to most of the Directors, and Management and staff of CamCCUL, as well as to the appropriate Government officials and USAID personnel.

The World Council underwent several staff changes in late 1981 and early 1982. During that time, the Project Manager was assigned additional duties as WOCCU's Financial Officer, but, by April, 1982, a new Project Manager was assigned to this project. Both of these project managers have previous experience in Cameroon, (a total of ten years), and are well acquainted with the credit union movement here, as well as the cooperative movement in general.

In June, 1982, the Advisors met with the new Project Manager in Madison, Wisconsin, and in October the Project manager visited the project area. During this visit a comprehensive status report was prepared by CamCCUL Management and the WOCCU advisory team, and was presented to the CamCCUL Board of Directors, the USAID Mission Director and his senior staff. This marked the first in-depth briefing on project activities to USAID.

With his thorough understanding of the cooperatives in Cameroon, gained from six years of previous work here, the Project Manager was able to help the Advisors and CamCCUL Management define an effective direction for the remaining project period.

His visits to the project averaged more than two times per year. The most advantageous of these occurred during the in-house assessment in 1983, the mid-term evaluation in 1984 and during the long-term planning process in 1985. He has attended three of the last four Annual General Meetings, and has attended at least six board meetings, to help guide CamCCUL in its efforts to achieve the goals of this project. In 1984, he supervised the recruitment of the third Advisor (for education and training) and provided orientation for him in Madison.

Other WOCCU staff visited the project from 1983 to 1986, to lend support to CamCCUL's efforts. The Chief Executive Officer visited Cameroon in 1983, to observe project activities and to meet CamCCUL Board and staff and the WOCCU Advisors. The WOCCU Financial Systems Specialist worked for eight weeks with the CamCCUL senior staff and advisors to review the League's central liquidity facility, and to make recommendations for its improvement.

WOCCU's Institutional Development Specialist assisted the League in early 1985, to add a professional touch to the second five-year plan. A visit by WOCCU's Executive Director in 1985 further strengthened the ties between credit unions in Cameroon and the League, as well as between the League and WOCCU.

During CamCCUL's Annual General Meeting in April, 1986, the Chief Executive Officer of WOCCU again visited CamCCUL, this time he was accompanied by WOCCU's President, who was making his first visit to an African national credit union association.

ACCOSCA

The ties of cooperation between CamCCUL and the African Confederation of Cooperative Savings and Credit Associations (ACCOSCA) have existed for nearly 20 years. During this project ACCOSCA continued its training of CamCCUL management staff and leadership, and assisted in development of training materials and operations manuals, such as accounting, auditing, promotion, and credit policy and procedures.

In addition to the workshops in Nairobi, ACCOSCA sponsored training workshops in conjunction with its biennial meetings in 1983 and 1985. In addition, there is an ongoing exchange of information between the two organizations, and ACCOSCA has been generous in the support given to all its affiliates.

The Executive Secretary of ACCOSCA visited the project several times. In 1984 he participated in the first planning workshop for developing CamCCUL's second five-year plan. He also participated in CamCCUL's AGM in April, 1986, accompanied by the Chairman of ACCOSCA. Through these visits, the Biennial Meetings/Seminars, and meetings in Nairobi and elsewhere, ACCOSCA has maintained a valuable presence, and through this support has lent assistance in managing this project.

CamCCUL

The Manager of CamCCUL has been able to both manage the day-to-day operations of the League as well as insure that project activities are completed and that they compliment the overall goals and objectives of the League.

CamCCUL Management's greatest achievement in this has been the ability to reach financial self-sufficiency, while adding additional services to the affiliated credit unions, and improving existing services. The League has met the goals it set for itself in its first five-year plan, and has surpassed many of its objectives.

The success of the project can be largely attributed to the efforts of CamCCUL's Manager, and the management staff, who have worked beyond their normal expectations to assure that consultations were efficiently carried out, staff were recruited when necessary, and facilities and personnel made available to complete the additional work required by the project. The senior staff were able to fill in for the five staff who were trained overseas, so that there were no problems caused by absence of key personnel.

WOCCU Advisors

The day-to-day operation of the project has been managed by the three WOCCU Advisors, for a combined period of over ten years.

Management Advisor	62 months
Agricultural Credit Advisor	36 months
Education & Training Advisor	<u>27 months</u>
Total	125 months

The advisors performed operative functions as part of their technician roles. This included teaching seminars, facilitating workshops, visiting field-workers to instruct, as well as solve problems, analyzing credit union reports, drafting manuals and, in general, responding to the everyday needs of the credit union movement, in collaboration with CamCCUL staff.

Monthly, quarterly and annual reports are prepared by the advisors and forwarded to the Project Manager for review, updating and distribution. Local project expenditures are reported in monthly financial reports to WOCCU by the Management Advisor.

The advisors also supervised the consultancies carried out as part of this project. These included the following:

Consultancies and Studies

- | | |
|---|-------------------|
| 1. Base-line data survey | Jan. - March 1983 |
| 2. E.D.P. Feasibility study | Nov. - Dec. 1983 |
| 3. Review of the central liquidity facility | Nov. - Dec. 1984 |
| 4. Institutional development consultancy | February 1985 |
| 5. Productive credit study | June - July 1985 |
| 6. Follow-on baseline data survey | Jan. - March 1986 |

In addition, in April, 1983, an in-house project assessment was conducted jointly by WOCCU, CamCUL, and USAID, with input from other project partners, and in April and May of 1984 a mid-term evaluation was conducted.

USAID

The project was visited by the USAID Project Officer, from time-to-time, to assure the Mission that the project was moving in the intended direction. The Project Officer also was able to supply valuable assistance in carrying out certain aspects of the project. He has attended the past five League AGMs,

and has attended numerous board meetings over the project period. His contribution in exchange visits with UCPY as well in meeting with other organizations has been most helpful.

As a grant, however, this project is supervised by WOCCU, on behalf of CUNA. The contribution of USAID has been strongest in the areas of periodic review and evaluation, to assure that the achievement of goals and objectives are being accomplished.

As the need for adjusting the grant to meet the changing conditions became apparent, USAID responded with the necessary amendments, waivers and/or authorizations to proceed in the most desirable manner. In this way, CamCCUL was able to make maximum use of the benefits of this grant.

Appendix I

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Appendix II

**CamCCUL Savings Mobilization/Loans Per Credit Union
and/or Member**

Appendix III

Loans vs. Savings

HK

APPENDIX I - A
Objective 1

Indicators	1981	1982	1983	1984	1985	1 9 8 6	
	Actual	Actual	Actual	Actual	Actual	Planned	6 Mos.
1. Credit Union Education Seminars held (not including SFPC)	20	20	21	33	34	38	0(a)
2. Bookkeepers trained in Accounting	223	204	165	162	125	175	2
3. Credit Union managers trained in special manager workshops	-	-	-	-	19	25	-(a)
4. Committee members and Presidents trained to effectively direct society management, planning, promotion, loan analysis, etc.	332	320	374	470	447	500	-(a)
5. League Board of Directors trained in effective management and policy-making responsibilities, (seminar days)	-	36	3	64	67	43	12
6. Special Board Training of League and selected credit unions:							
a. Workshops	-	-	-	-	1	1	-(a)
b. Participants	-	-	-	-	18	25	-
c. Special credit union level six hour training of Board of Directors (number of members trained)	-	-	-	-	428	600	446
7. Total person-days of training given by CamCCUL staff - not including staff seminars but including SFPC	2,535	2,671	2,656	2,365	2,948	3,000	451
8. On-site education/promotion presentations of films, slides and talks by League Staff	2	12	46	26	78	50	12
9. Slide/Tape Programs developed	0	1	1	1	1	1	1
10. Member Education Pamphlets designed	0	0	1	-	2	1	-
Member Education Pamphlets printed (000)					10	30	10
11. Number of Cameroon League Staff members who demonstrated ability to conduct training in CamCCUL seminars	7	12	12	14	14	15	8
12. News & Views (Newsletter) published (issued & disseminated to credit unions)	6	8	3	7	5	6	2
13. Credit Union Information posters printed and disseminated to all credit unions	3	3	3	2	-	2	-(b)
14. Radio programs produced	-	-	-	6	-	6	-
15. Needs Assessment Studies (Credit Union Officials, Staff, League Board)	-	1	3	2	3	2	2
16. Membership Education Seminars (Chapter Level)	-	-	20	-	14	23	-(a)
Number of members trained	-	-	-	-	537	2,000	-(a)
17. Credit Union Treasurers trained in financial management, cash management etc. and loan granting)	-	-	-	46	-	150	-(a)
18. Credit Union Planning Calendars	-	-	-	-	-	500	500

(a) Seminars and Membership Training are scheduled for the third quarter.

(b) One poster was printed in July, three more in August, 1986.

APPENDIX I - B
Objective 2

Indicators	1981	1982	1983	1984	1985	1 9 8 6	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Number of SFPC Credit Unions	0	10	28	28	33	33	28
2. Total Number of SFPC Credit Union Members	2,191	3,922	3,807	10,899	12,627	13,510	13,102
3. SFPC Credit Union Memers borrowing for agricultural production purpose in this period	74	129	187	320	459	559	385
4. Value of agricultural loans granted in SFPC credit unions (000)	3,968	8,219	16,267	28,775	49,437	74,156	50,695
5. Total No. of all loans outstanding in SFPC credit unions in this period (1)				5,422	6,296	7,310	6,542
6. Total value of all loans outstanding in SFPC credit union loans	153,004	159,641	189,548	586,554	728,705	901,244	898,896
7. Average SFPC credit union share/savings (000)	128,641	62,900	104,720	108,180	115,740	123,289	137,403
8. Total SFPC credit union share/savings (000)	172,354	228,557	238,144	870,894	1,125,985	1,394,472	1.300,945
9. No. of League Loans to SFPC Credit Unions	3	2		4	0	2	0
10. Total Number of League Loans Outstanding to SFPC Credit Unions				5	2	3	0
11. Total Amount of League Loans Outstanding to SFPC Credit Unions (000)	3,545	872	5,440	5,340	3,400	3,200	0
12. CamCCUL Staff newly registered with INADES Formation Agric. Course	-	-	-	9	6	5	1
13. CamCCUL Staff trained in SFPC (person days)	12	35	62	52	41	41	13
14. Credit Union Secretaries & Officers introduced to SFPC during regular credit union seminars	-	342	302	633	572	670	0
15. Credit Union Officers trained in SFPC Seminars	-	33	36	58	75	90	66
16. C.U; Secretaries & Officers registered & participating in INADES Formation Agric. Course	-	28	-	1	41	53	43
17. Consultancy for Productive uses of credit	-	-	-	-	1	-	0

(1) Collection of this information began in 1984.
(2) Updated in August 1986

APPENDIX I - C
Objective 3

<u>Indicators</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1 9 8 6</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Number of CamCCUL Staff attending League education seminars (person seminars)	18	18	23	26	58	30	25
2. CamCCUL staff in training outside Cameroon (ACGOSCA Seminars, Diploma Courses, Special Study, etc.)	3	4	6	4	4	3	1 (a)
3. Field visits by Head Office staff to assist field-workers on-the-job. Includes "Special Audits"	30	50	64	19	69	70	28
4. Documentation of field-worker inspection auditing and reporting procedures	1	1	1	1	1	1	-
5. New registration of field-workers in INADES Formation Training Course	-	-	-	9	6	4	1

(a) A second person is currently in training in Madison, Wisconsin

Objective 4

1. Number of credit unions merged	5	6	-	-	2	2	2
2. Number of credit unions dissolved	3	3	3	1	3	3	1*
3. Number of credit unions which have begun the process of liquidation or merger at the end of the period	-	1	6	15	11	9	9
4. Number of credit unions revived	1	2	1	6	1	2	1
5. Liquidation & Merger criteria and procedures documented and/or updated and improved	1	1	1	1	1	-	-
6. Net number of affiliated societies	204	209	217	225	221	230	223

*Nso Union Workers Cooperative Credit Union

APPENDIX I - D
Objective 5

<u>Indicators</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1 9 8 6</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Documentation and/or update of a personnel system	1	1	0	1	1	1	0
2. Formal job descriptions developed (out of approximaely 19 distinct jobs.) The quantities are additive	3	4	3	7	2	1	0
3. Formal performance appraisals, skill assessment and staff development consultations					1	1	0
4. Formal performance appraisals, skill assessment and staff development consultations	0	8	14	-	25	30	25
5. Performance appraisal system documented or updated	0	0	1	1	1	-	-
6. League assistance to affiliated credit unions for hiring and other personnel matters	6	7	4	4	5	12	6

Objective 6

<u>Indicators</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1 9 8 6</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Management Planning/Budgeting Sessions	1	1	1	4	3	3	2
2. Develop CamCCUL's Annual Education Seminar Plan	1	1	1	1	1	1	1
3. Develop Action Plans for Individual credit unions to solve specific problems	-	1	22	4	5	10	5
4. Develop Action Plans for Individual Field-workers	-	1	4	6	8	10	8
5. Credit unions budgets prepared by Field-workers	-	140	160	132	135	160	163
6. Develop a Five-year Plan for CamCCUL	-	-	-	1	-	-	-
7. Develop a plan monitoring system	-	-	-	-	1	-	-
8. League Board/Staff Planning Workshop or Seminar	-	-	-	2	1	1	0 (a)
9. Planning & Institutional Development Consultancies	-	-	-	-	1	-	-
10. Planning systems taught to credit union managers (number of officers trained)	-	-	-	-	19	25	0
11. Five Year Plan monitoring review	-	-	-	1	1	2	1
(a) This training will take place in September.							

Objective 7

1. Seminar days with Dept. of Coop/Mut. officials (including formal exchange visits)	4	0	0	2	2	2	1
2. CamCCUL & UCPY Senior Staff Meetings	2	4	2	5	5	4	2
3. Formal exchange visits and meetings between elected officials of CamCCUL and UCPY	0	0	1	1	2	2	1
4. CamCCUL Person-days spent on exchange visits (League Board and Staff)	1	1	209	91	35	35	17
5. A CamCCUL/UCPY Policy Paper on Credit Union Development in Cameroon (draft)					-	1	0

APPENDIX I - F
Objective 8

<u>Indicators</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1 9 8 6</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Proposal for League Sponsored Managers' Revolving Fund	0	1	1	2	-	1	1
2. Credit Unions participating in Paid Managers Revolving Fund	0	0		0	0	5	1
3. Credit unions represented in in-house Paid Managers Survey	0	200		200	0	-	-
4. Credit unions surveyed for EDP Feasibility	0	0		27	0	-	-
5. EDP Surveys: in-house and consultant	0	1		1	0	-	-
6. Employment of itinerant bookkeepers	0	0		0	0	4	0
7. Credit unions assisted through itinerant bookkeepers program	0	0		0	0	15	0

APPENDIX I - G
Objective 9

Indicators	1981	1982	1983	1984	1985	1986	
	Actual	Actual	Actual	Actual	Actual	Planned	6 Mos.
Standard policy and procedures guides prepared and disseminated to credit unions; loan policy, risk management control, etc.	2	3	0	2	3	1	-
<u>Credit Union Systems Manuals Printed & Disseminated:</u>							
Accounting Manual	-	190	15	5	8	5	4
Auditing Manual	-	-	35	3	3	5	4
Budgeting Manual	0	0	0	0	0	225	-
Credit Manual	0	0	0	0	0	225	- (a)
Promotion Manual	0	0	0	0	225	25	50
Internal Audit Manual	0	0	0	0	0	225	- (a)
Loan Delinquency Control Manual	0	0	0	0	0	225	225
<u>League Systems Manuals Printed & Disseminated:</u>							
Personnel Manual	0	0	0	0	50	5	4
Five-Year Plan	0	0	0	0	100	20	12
Education & Training Manual	0	0	0	0	40	5	10
SFPC Manual	0	0	0	0	0	100	- (b)
<u>CamCCUL Manuals Translated:</u>							
Accounting Manual	0	0	0	0	x	0	-
Auditing Manual	0	0	0	0	x	0	-
Promotion Manual	0	0	0	0	x	0	-
Loan Delinquency Control Manual	0	0	0	0	0	x	x
Five-Year Plan	0	0	0	0	0	x	x
Education and Training Manual	0	0	0	0	0	x	x
<u>Other Materials Printed and/or Distributed by CamCCUL:</u>							
Pamphlets:							
"What is a Credit Union?" - English	500	500	500	2000	50000	50000	5000
- French	100	100	100	500	100	3000	0
"Qu'est-ce qu'une caisse Coopérative?"	0	0	0	0	5000	5000	5000

(a) Final version now on word processor

(b) A sample copy was printed on CamCCUL's IBM Printer in August, for discussion with FUCEC-Togo Advisor.

APPENDIX I - H

Other Indicators Directly Related to Project Purposes:

In addition to indicators related to the specific objectives, the following items indicate factors and activities which are important in the overall scope of the project:

<u>Indicators</u>	<u>1981</u>	<u>1982</u>	<u>1983</u>	<u>1984</u>	<u>1985</u>	<u>1 9 8 6</u>	
	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Planned</u>	<u>6 Mos.</u>
1. Financial/statistical reports on societies prepared quarterly	175	190	190	195	195	220	163
2. Percent of total League operating costs paid from earned income	91.4	91.6	97.4	99.4	102.4	100.7	(est) 100.0
3. <u>Percent of registered credit unions participating in the Risk Management Scheme</u>	65%	70%	70%	70%	78%	80%	78%
4. Number of societies <u>registered</u> in Savings and Loan Insurance Program	92	92	79	81	88	95	91
5. Volume of sales (CFA '000') of safes & stationery/supplies sold	1.700	2.125	2.743	2.956	3.555	3.750	1.928
6. Societies receiving stationery/supplies from the League	170	204	165	200	215	220	210
7. Number of safes sold to societies through the League	8	14	5	8	6	7	6
8. Cumulative number of societies affiliated with the League	204	209	220	219	221	230	221
9. New credit union discussion groups organized	5	9	2	2	5	10	2
10. League loans to credit unions and other cooperatives	6	5	8	4	5	8	8
11. CamCCUL staff trained overseas as part of project participant training (total number of persons trained)	-	-	3	-	4	4	4 (a)

(a) Five, as of September, 1986

APPENDIX II

CamCCUL Savings Mobilization/Loans Per Credit Union and/or Member

<u>Year Ending</u>	<u>Annual Inflation Rate</u> ¹	<u>Number Of Members</u>	<u>Total Savings (000's CFAF)</u>	<u>Savings Per Member</u>	<u>Savings Member in 1969 CFAF</u>	<u>% Value Savings/Member in Real Terms</u>	<u>Total Loans (000's CFAF)</u>	<u>Loans Per Member in CFAF</u>	<u>Loans Per Member in 1969 CFA</u>	<u>% Value Loans/Members In Real Terms</u>
1969	-	5,200	21,500	4,135	4,135	-	14,00	2,692	2,692	-
1970	11.0	8,470	40,700	4,805	4,329	104.7	23,750	2,804	2,526	93.8
1971	4.2	13,975	89,005	6,369	5,507	133.2	50,254	3,596	3,109	115.5
1972	7.9	19,268	142,861	7,414	5,941	143.7	86,658	4,498	3,604	133.9
1973	10.4	22,514	224,124	9,955	7,225	174.7	126,763	5,603	4,086	151.8
1974	17.3	24,969	354,969	14,216	8,796	212.7	203,312	8,143	5,039	187.2
1975	13.3	31,236	549,732	17,599	9,611	232.4	318,762	10,205	5,573	207.0
1976	9.9	35,040	777,432	22,198	11,025	226.6	479,035	13,671	6,793	252.3
1977	14.5	37,357	985,941	26,392	11,454	277.0	633,667	16,962	7,361	273.4
1978	12.5	36,662	1,366,080	37,261	14,374	347.6	926,329	25,267	9,747	362.1
1979	6.6	40,524	1,799,418	44,404	16,069	388.6	1,263,435	31,283	11,283	419.1
1980	9.9	41,197	2,338,517	56,764	18,692	458.6	1,626,657	39,485	13,002	483.0
1981	10.5	44,778	2,939,424	65,644	19,562	473.1	2,035,159	45,450	13,544	503.1
1982	12.2	47,888	3,583,737	74,836	19,876	480.7	2,494,877	52,098	13,837	514.0
1983	14.7	50,042	4,307,511	86,078	19,932	482.0	3,010,597	60,161	13,931	517.5
1984	12.0	53,016	5,328,305	100,504	20,782	502.6	3,677,394	69,364	14,343	532.8
1985	11.2(2)	58,604	6,493,662	110,806	20,603	498.3	4,584,349	78,225	14,544	540.3

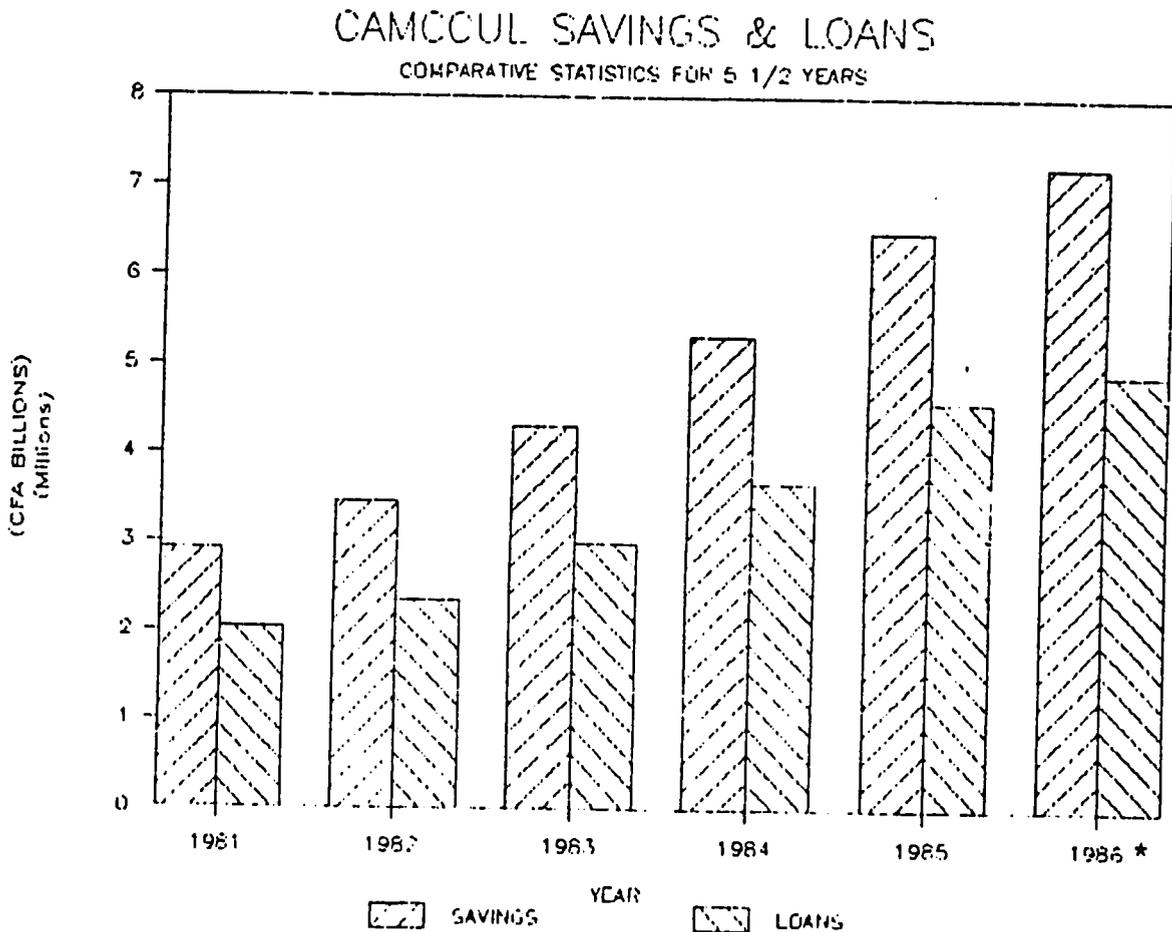
(1) Index des Prix des consommateurs au Cameroun. Source: Banque Des Etats De l'Afrique Centrale.

(2) Estimate from USAID Economist.

APPENDIX III

CAMEROUN CO OPERATIVE CREDIT UNION LEAGUE
COMPARATIVE STATISTICS ON LOANS & SAVINGS
FOR THE PERIOD OF FIVE & HALF YEARS (000)CFA

YEAR	SAVINGS	LOANS	LOANS PER- CENTAGE TO SAVINGS
1981	2939423	2035159	69.23668
1982	3474226	2344036	67.46930
1983	4307511	3010597	69.87180
1984	5328305	3677394	69.01620
1985	6493662	4584347	70.59728
1986	7231655	4918365	68.01161



* 1986 figures include loans and savings as of June 30, 1986.