

# TheConnection

Asibambane, let's keep connected!

## Co-operative Banks Development Agency Malawi and Kenya Study Tour

### CO-OPERATIVE FINANCIAL INSTITUTIONS

# Indaba

Finance Minister, Mr. Pravin Gordhan encourages CFI's to broaden a culture of savings...

Issue 4 | February 2013



## ORANIA SPAAR EN KREDIT KO-OPERATIVE BANK

South Africa's leading  
co-operative bank

MORE

- Photos of the indaba
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- Introduction of the Study Circles for member education

2012 Co-operatives Financial Institutions Indaba

# FINANCIAL CO-OPERATIVES: BUILDING BETTER COMMUNITIES

**Nomadelo Sauli**

The 2012 CFI Indaba with the theme “Financial Co-operatives: Building Better Communities”, was held in Durban, KwaZulu Natal Province from the 16 – 19 October 2012.

The event was held in partnership with eThekweni Municipality and the KwaZulu Natal Department of Economic Development and Tourism (DEDT). The Indaba’s objectives were:

- To raise awareness around the International Year of Co-operatives;
- Contextualise financial co-operatives within the financial sector;
- Provide a networking forum for financial co-operatives;
- Provide CFIs with a learning platform of technical skills and experiences of their local, regional and global counterparts;
- Showcase CFIs best practice

The 2012 Indaba attracted a total of 220 delegates, made up of 150 CFI delegates and 70 stakeholders from government departments,

development agencies as well as local, regional, international speakers and practitioners.

The highlight of the event was the Minister of Finance, Mr. Pravin Gordhan’s Skype enabled presentation. His opening address emphasized that the CFI orientation needs to be pro – poor and pro community and alluded to the fact that the existing CFI paradigm needs to be challenged. He encouraged CFIs to use their surplus to extend their depth and breadth of reach and to broaden a culture of savings before giving out credit.

He also encouraged CFIs to strive towards becoming more significant players in the financial services space and propagated that CFIs need to be assertive and energized to grow their base and increase their size through what he called “energetic activism”.

Other key note presentations were made by Olaotse Matshane, CBDA; Emmanuel Darko, CUA Ghana; George Ombado ACCOSCA; Carrilus Ademba, SASSRA Kenya and Dr Okwany Erusmas of the University of the Netherlands.



Four concurrent breakaway sessions were held around specific topics such as credit bureau’s, effective risk oversight, income generation strategies and board accountability.

As the United Nations declared 2012 the International Year of Co-operatives (IYC) which co-incided with Credit Union Day on the 28 October it was decided to hold an Awareness Walk through the streets of Durban. It commenced from Botha’s Park to eThekweni Municipality offices where a declaration was handed over to the Speaker. The event was a lot of fun and was hailed as a huge success. All presentations of the Indaba are available on the CBDA website on the Conferences link ■



The 2012 Indaba attracted a total of 220 delegates, made up of 150 CFI delegates and 70 stakeholders from government departments, development agencies as well as local, regional, international speakers and practitioners

# SKILLS DEVELOPMENT IS KEY TO SUCCESS OF CFIs

David de Jong



The incorporation of the Year of Co-operatives awareness walk through Durban into the Indaba program certainly made this Indaba a memorable one

The past four months has seen a flurry of activity initiated by the Co-operative Banks Development Agency (CBDA) which we attempt to capture in this newsletter.

Our annual Indaba held in Durban during October month, with over 220 participants including 150 CFIs members, stakeholders and international guests and speakers is fast becoming one of the most anticipated events of the CFIs sectors calendar. The incorporation of the Year of Co-operatives awareness walk through Durban into the Indaba program certainly made this Indaba a memorable one.

With the CBDA preparing eligible CFIs to register, necessitated a series of training and information meetings being held with Provincial Departments of Economic Development. Covered in this issues is this training, and combined with training previously provided to the SEDA advisors should provide a pool

of provincial contact points should CFI require assistance with registration. To date the CBDA has acknowledged receipt of over 40 CFI applications for registration.

Besides the ongoing Manager course at the University of Pretoria (UP), as well as provincial board member training covered in this issue, the CBDA has completed an investigation into using study circle methodology to assist with members training. The study group methodology was explored in the recent study tour of some of our capacity building team to Kenya and Malawi.

As in previous issues we continue to focus on successful CFIs and provide an article on how to market your CFI as well as seek to provide you feedback from some of the articles previously published. This includes an article by NACFISA on its progress, as well an article on the progress of the Financial Services Laws General Amendment Bill, 2012 and Amendments to the Co-operative Banks Act of 2007 through the regulatory process.

2nd - 8th December 2012

# STUDY TOUR OF MALAWI AND KENYA AN EYE-OPENER

Nomadelo Sauli

The CBDA and BANKSETA teams embarked on a study tour to learn about the Study Circle methodology successfully implemented in Malawi.

The tour also aimed at learning lessons from the most progressive SACCO movement in Africa, Kenya. Participants from CBDA were the Managing Director, Ms. Olaotse Matshane, Mr. Timothy Mutyavaviri and Nomadelo Sauli. The BANKSETA team comprised of Ms. Christine Fritz and Khomotso Khoale. The Study Tour was made possible by the dedicated efforts of Mr. Robert Mbeza, Director: Capacity Building, CBDA.

## WHY KENYA AND MALAWI?

The SACCO movement in Kenya is billed as the largest in Africa and among the top 10 globally, with over Ksh 230 billion in assets and a savings portfolio estimated at Ksh 190 billion. The SACCO movement in Kenya constitutes a significant proportion, about 20 per cent, of the country's domestic savings. SACCOs have thus become a vital component of Kenya's economic and social development.

The Malawi Study Circle program, being implemented by Malawi Union of Savings & Credit Cooperatives (MUSCCO) in partnership with Swedish Cooperatives Centre (SCC), was



awarded a Diploma of recognition by PROCASUR for its contribution towards the improvement of people's livelihood in Malawi and also to the 'Paths to Learning initiative'.

## STUDY TOUR OBJECTIVES

- to learn about the establishment of study circles from Malawi's experiences;
- to empower the CBDA and

- BANKSETA staff on how to develop their own implementation strategy;
- to learn about the development and growth of the Kenyan financial cooperative sector;
- to learn about the Kenyan SACCO IT and/or banking platform environment;
- to assist the South African delegation with strategic



# STUDY TOUR OF MALAWI AND KENYA AN EYE-OPENER

and innovative thinking on how to employ some of Kenya's key success contributors, but customise them to suit the South African environment

## LESSONS LEARNED AND WAY FORWARD FOR CBDA AND BANKSETA

The South African delegation agreed that the study tour was useful, engaging, informative and indeed an eye-opener. The group left both Malawi and Kenya invigorated, highly motivated and could not wait to get home and implement some changes that could change the face of the South African Financial Co-operative Sector.

It became quite clear to the group that the Financial Cooperative Sector in Kenya and Malawi is big, in terms of penetration, assets and savings deposits. Some of the lessons learnt include:

### Political will, support and appetite for co-operative development

Kenya boasts a Ministry dedicated to co-operative development. In South Africa, co-operative development falls within the Department of Trade and Industry (DTI). Only recently are plans afoot for the establishment of a co-operative development agency.

### SACCO penetration in East Africa

Both Malawi and Kenya have high membership volumes, with Kenya sitting on 8 million and Malawi on 100 000 as at March 2010;

In the region the SACCO model is more employee based, e.g. Police Bankers, Teachers and Farmers SACCOs; Ministers, upper, and middle class citizens are proud members of SACCOs.

### Regulatory Framework

Though the SACCO movement is more established in both Kenya and Malawi, the regulatory environment is still in its nascent stage. With the enactment of the SACCO Society's Act in 2008 in Kenya, deposit-taking SACCOs were then required to apply for licenses by 17 June 2011, and only 45 were issued with licenses. This puts Kenya and South Africa almost at the same level regarding regulatory issues,

even though South Africa is much stricter when it comes to compliance and enforcement.

### Co-operative University College of Kenya

Kenya has a well-developed cooperative development infrastructure and qualifications framework, through the Co-operative University College of Kenya.

### Mandatory Savings

The SACCO model in Kenya involves Back Office Saving Activities (BOSA) and Front Office Saving Activities (FOSA). BOSA relates to, amongst other things, non withdraw able deposits which cannot be withdrawn but can be borrowed against.

### Co-operative Bank

The Co-operative Bank of Kenya seems to be a thriving enterprise and a force to be reckoned with amongst its peers in the country. The South African delegation was informed that Government was instrumental in the establishment of the Co-op Bank with regards to shareholding at the beginning, which they later relinquished to Co-operatives.

### Study Circles Methodology

It is without a doubt that the study circle methodology plays a vital role in creating SACCO awareness, increasing membership, strengthening member participation, improving governance issues and could increase savings deposits.

### Strong Representative and Support Organisations

Both Kenya and Malawi are fortunate to have built strong representative and support organisations, KUSCCO and MUSCCO, to assist the movement with technical skill enhancement and representing their interests.

The Kenyan and Malawian SACCO movement are the most progressive in Africa, but they are also faced with the same challenges facing the movement all over the world, that is, governance issues, capital adequacy, membership and compliance. Hence it is important the implementation plan should suit the South African environment.



# SKILLS DEVELOPMENT TRAINING FOR DED OFFICIALS

**Timothy Mutyavaviri**

The CBDA has rolled out a trainer program which is targeting the various Provincial Department of Economic Development (DEDs) Industry Advisors who work directly with CFIs in their respective provinces.

The move was necessitated after the merger of South African Micro-Finance Apex Fund (SAMAF) and Khula Development Finance, which left a gap in capacity building and “pre-registration” support to the sector.

The training program typically runs

for two and half days. It is aimed at equipping the DED advisors with the technical skills necessary to assist CFIs in registering with the CBDA. Some of the important topics of the program include an overview of the regulatory environment in which the CFIs operate, including the exemption notice requirements to register as well as an overview of the requirement to operate “model” CFIs towards self-sustainability and institutional soundness.

Case studies are used to stimulate group discussions around the common bond, registration requirements as well

as completing a full CFI application for registration.

To date, two workshops have been held in the Kwazulu Natal and Eastern Cape where 15 and 17 DED officials have been trained respectively. The CBDA urges all the CFIs to consult with the trained advisors should they have difficulties. Training for all the other provinces will commence from February 2013. The CFIs are able to access the contact details of the trained DED officials on the CBDA website at [www.treasury.gov.za/coopbank](http://www.treasury.gov.za/coopbank)

# GAUTENG PROVINCE BOARD MEMBERS GET EMPOWERED



## Francis Selialia

**T**he CBDA organised a five day Co-operative Banking Governance Training for Board Members of co-operative financial institutions (CFIs) in the Gauteng Province from 21- 25 November. Participants attended primarily from the Gauteng, North West and Mpumalanga provinces.

The course was hosted at the German Co-operative and Raiffeisen Confederation (GDRV) offices in Brooklyn, Pretoria and was facilitated by the Co-operative Financial Institute of South Africa (COFISA).

The course covered a wide range of issues including the role of the Board and individual Board members, strategic planning, the role of committees, developing staff policies, monitoring of marketing, administration, financial and staff performance and how to arrange and

The objectives of the forum are to share information among member CFIs and to support each other in every way possible through visits, liaising and supporting the National Association of Co-operative Financial Institutions of South Africa (Nacfisa) in carrying out its mandate of being a national body for the CFIs

conduct meetings effectively as well as handling difficult members during meetings. It gave the participants a good opportunity to share their experiences with members of other CFIs and to learn from one another. The discussions were robust and participants and facilitators exchanged views on a number of issues.

Informal discussions, after the classroom session, around the proceedings of the day, resulted in participants agreeing to form an informal network calling itself the "November 2012 Network Forum" to remind members of the origins of the

forum. The objectives of the forum are to share information among member CFIs and to support each other in every way possible through visits, liaising and supporting the National Association of Co-operative Financial Institutions of South Africa (Nacfisa) in carrying out its mandate of being a national body for the CFIs. The forum endorsed the proposal from the facilitators to visit some successful CFIs in Swaziland in February 2013 to learn from their experiences. All the stakeholders (CBDA, DGRV, COFISA) and last but not least, the participants should be congratulated for making the workshop such a great success.



# INTRODUCING STUDY CIRCLES FOR MEMBER EDUCATION

Robert Mbeza

A skills survey study conducted in 2010/11 noted that the sector is characterized by the following with regards to membership: low levels of awareness among members on ownership and right to participate in the activities of the co-operative; limited understanding of the ownership structure of co-operatives by members and limited education and training of members.

In a bid to address some of these deficiencies in member education in the sector, the CBDA will be rolling out a study circles programme in the 2013/14 financial year. A study circle is defined as a small group of people (normally between 7-12 participants) who voluntarily meet regularly for discussions to learn together using study circle materials and guided by an accepted leader amongst themselves whose task is to manage the discussion.

The study circle concept is a learning and developmental tool in which people meet at least weekly to discuss and address a critical issue in a democratic and collaborative way. The group is led by an impartial trained facilitator who helps manage the discussions but is not necessarily a teacher. People consider issues from many angles. Some discussions progress from a session on personal experience of the issue. Others examine various points of view, while

others consider strategies for action and change. The discussions are enriched by use of specifically designed self-study materials called "Study Circle Books".

The goal of a Study Circle Programme in co-operative financial institutions is to increase awareness amongst the membership of the operations and governance of the co-operative and also to develop sustainable community development initiatives. These are seen through community propelled, owned and managed mechanism of adult learning, enhanced cooperation in sharing common problems as well as access to new information and technology.

## POTENTIAL BENEFITS OF THE STUDY CIRCLES

- Empowered and capacitated members should result in improved loan repayments, improved attendance to AGMs and increase in savings
- Study circles empower members with knowledge in topical issues like HIV and AIDS and how they affect the CFIs
- Study circles are able to reach out to a large part of the membership meaning that more members will be trained



# MARKET CONDUCT REGULATION FOR MEMBERS BASED ORGANISATION

David de Jong

**I**n February 2011, National Treasury released its policy document, “A safer financial sector to serve South Africa better” to ensure a stable financial sector that is accessible to all.

The primary policy prescription in the document is the strengthening of the regulatory architecture, through a “twin peaks” model of financial regulation. This approach entails the separation of regulatory functions between at least two regulators: one that performs the prudential supervision function and the other that focuses on market conduct regulation.

## THE CO-OPERATIVE MODEL

Members of a co-operative, apply to join as a member and acquire shares in that co-operative. On acceptance of their application the members agree to abide by the provisions of the constitution as adopted by members. These govern the functioning of that co-operative and define the rights and obligations of the members in relation to the co-operative. The supreme decision-making body of a co-operative is the general meeting (AGM) and each member has the same voting as any other members in that meeting. In case any member is aggrieved by any decision of the co-operative, his or her remedy would be stipulated in the constitution.

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## THE CASE FOR SOUTH AFRICA

A dedicated law governs co-operatives, the Co-operatives Act of 2005. This is because in South Africa and elsewhere in the world it is acknowledged that co-operatives are a unique business form, in that that are owned and controlled by the members as opposed to other legal entities. Further, government has recognised the role co-operatives can play in alleviating unemployment and formalising informal enterprises. Consistent with its commitment to promote co-operatives, amendments to the Co-operatives Act of 2005, are currently before Parliament, which provide, amongst other things, for a Co-operatives Tribunal, to assist co-operatives to resolve disputes by members within the broader co-operatives framework.

It would be problematic and undermine the government’s commitment to promote co-operatives, were consumer protection

legislation in South Africa, such as the National Credit Act (NCA) and the Consumer Protection Act (CPA) etc. be interpreted to apply to the relationship between members(s) and the co-operatives, in circumstances in which the constitution of the co-operative and the Co-operatives Act apply. This would in effect permit “forum-shopping” by members and undermine the purpose of the Co-operatives Act. The primary Act, being the Co-operatives Act must prevail over the other legislation in regulating the relationship between a co-operative and its members.

## CBDA AND MARKET CONDUCT

The Co-operative Banks Development Agency (CBDA) has primarily performed the prudential supervision function within the financial co-operatives sector. However, following the policy pronouncement, there is a need to conduct research to highlight the market conduct issues, notably consumer protection that affect the operations of CFI. The research would offer guidance on the following pertinent questions:

1. Is market conduct necessary for CFIs?
2. What is the best approach to pursue market conduct for CFIs?
3. What approach has been adopted toward this question in other countries



# MARKETING YOUR CO-OPERATIVE FINANCIAL INSTITUTION

Robert Mbeza

In his article "41 Questions Every Credit Union Should Ask Themselves Today", posted on LinkedIn on 14 January 2013, Eric Gagliano listed questions that can help CFIs analyze themselves in the area of Marketing. The following are some of the questions our CFIs should ponder on:

## 1. Marketing Communications

What marketing messages resonate strongest with your target members? Is your marketing message and design proven, fresh, and creative? How can you minimize disconnects?

## 2. Branding

Is your brand an intersection of quality product and a quality experience

in obtaining and interacting with your product? Has your brand been consistently applied through logo, service philosophy, service delivery, and emphasis on meeting the members' needs?

## 3. Positioning

What member lifestyle do you need to satisfy that competitors do not? How do you communicate your superiority? Does your marketing message present a clear, sustainable difference?

## 4. Community Involvement

Is your credit union known as a community leader? Are you positioned in the community to be a part of major opportunities?

## 5. Competition

Are you, your marketing team, branch personnel, and operations aware of the competition's products/services and their clear advantages? Can you identify the opportunities?

## 6. Success

How will you measure success this year ... this month ... this week ... today?

His final advice: Improve on your successes and learn from initiatives that could have gone better.

What are you doing about marketing in your CFI?

ORANIA SPAAR AND KREDIT KO-OPERATIVE BANK

# SOUTH AFRICA'S LARGEST CO-OPERATIVE BANK

**Khomotjo Mabule**



**O**rania Spaar and Kredit Co-operative Bank (OSK) is located along the Orange River in the arid Karoo region of Northern Cape and is South Africa largest Co-operative Bank in terms of assets.

The town Orania was established in 1990 by a group of Afrikaner families who bought the land which was used as a construction camp for builders of the Vanderkloof Dam on the Gariep River.

Orania was established under the Thembelihle Municipality and today is the home of three residential areas; Kleingeluk ("little luck"), Grootdorp ("big town"), and Orania Wes ("Orania West") with a population of 800 residents and a racial make-up of 1.7% Black Africans, 0.6% Coloured and 97.7% Whites. Orania has proved

to be a resilient town, with a growing economically active population.

Orania Savings and Credit Co-operative (SACCO) was registered as OSK Co-operative Bank with the Supervisor of South African Reserve Bank (SARB) in 2011 after reaching 200 membership and R21.7 million in deposits. Membership is obtained through the purchase of 300 shares at R1.00 each by members falling within the definition of its common bond which is "persons residing in the district of Orania". There is no access to other banking services within a radius of 40 kilometers from Orania. Today OSK Co-operative Bank has assets of R51 million with R45 million in savings deposits and a 6.7% capital adequacy ratio (CAR) as at September 2012. As members have become more confident in the OSK, their savings and fixed deposits have increased.

OSK has embraced the principles and values of the financial co-operative model and has invested in well qualified staff to ensure the growing success of the co-operative through excellent members service

The increase in savings has also meant they could give out more loans which has been well managed with less than 7% delinquency rate.

What is the secret to the success for this astonishing co-operative bank amongst all the other registered financial co-operatives in this country? Is it the well-defined "common bond" amongst their members, or that no other financial institution operates in the area? This only explains part of the equation. The Co-operative has embraced the principles and values of the financial co-operative model and has invested in well qualified staff to ensure the growing success of the co-operative through excellent members service.

OSK Co-operative Bank's management and board plan is to remain the leading co-operative bank in the country.

## LEGISLATIVE BRIEFING NOTE

# FINANCIAL SERVICES LAWS GENERAL AMENDMENT BILL, 2012 (THE BILL) - PART 10. AMENDMENTS TO THE CO-OPERATIVE BANKS ACT OF 2007

David de Jong

In March 2012, the National Treasury called for public comment on the draft Financial Services Laws Amendment Bill of 2012 ("the Bill"). The purpose of the Bill is to effect necessary legislative changes highlighted by the 2008 financial crisis, and as outlined in the National Treasury's policy paper, "A safer financial sector to serve South Africa better."

The Bill updates eleven financial sector Acts. Of particular interest to us is Part 10 of the Bill which deals with Amendment to the Co-operatives Banks of 2007 (the Act). The Bill is now in front of the Portfolio Committee for Finance and will be debated once parliament resumes in 2013.

The amendments proposed include amending definitions of a co-operative bank (section 1), representative bodies and support organisations. A new definition has

The purpose of the Bill is to effect necessary legislative changes highlighted by the 2008 financial crisis, and as outlined in the National Treasury's policy paper, "A safer financial sector to serve South Africa better."

been inserted on the definition of a Co-operative Financial Institution. An additional prudential requirement on the maximum deposit that can be held by one member has also been inserted.

The primary amendment is in section 41 and the repeal of section 42 of the Act which provide for the SARB to be the sole supervisor of Cooperative Banks. This is accommodated by removing the supervisory

function of co-operative banks from the CBDA and placing it under the SARB co-operative bank supervisor. Many of the other amendments being proposed in Section 10 of this Bill then deal with ensuring there are no inconsistencies in this regard. Furthermore, as the Supervisor will no longer be based in the CBDA, the Bill proposes that the CBDA consult with the SARB Supervisor with regards to financial support to co-op banks through loans or grants, liquidity support or any rules it intends promulgating with regards to co-op banks. The final amendment deals with section 83 of the Act that required all financial information submitted to the supervisor be signed off by an auditor, and now requires the MD to sign off.

Whilst NT has incorporated comments made by the general public, written comments or application to make a presentation to the Portfolio Committee on the final version of the Bill can be made to the Chairperson, Standing Committee on Finance, P.O Box 15, Cape Town.





# UPDATE ON NATIONAL ASSOCIATION OF CO-OPERATIVE FINANCIAL INSTITUTIONS OF SA (NACFISA)

**Frazer Smith**

## 1. ORGANIZATIONAL STRUCTURE

The association officially applied for registration with the CIPC in December 2012. The association has provincial chapters in all nine provinces.

## 2. THE AIM/OBJECTIVE

Our objective is to unite, represent, support and serve member co-operative financial institutions (CFI's) that will enable them to be successful.

## 3. RECRUITMENT

We continue to advocate to CFIs to join and trust the association.

## 4. LEADERSHIP OF NACFISA

All chairpersons of the 9 Provincial Chapters and two CFI managers are members of the board of directors.

The board of directors will meet four times a year.

## 5. MONITORY AND EVALUATION

The leadership of NACFISA places a high priority on visiting, evaluating and monitoring CFI and provincial chapters in the nine provinces providing support whenever issues arise. Provincial chapters will be represented by Chairpersons and Secretaries

## 6. CFI AFFILIATION TO NACFISA

The affiliation fee to become a member of NACFISA is R1,000 a year

## 7. DATABASE

All members will be entitled to a copy of the NACFISA database

## 8. INDABA 2013

NACFISA will be part of the organizing committee for this year's CFI Indaba which we will co-host with the CBDA and ACCOSCA. We hope it will be a truly memorable event. CFI should set aside a budget to attend CFI Indaba 2013. Updates will be communicated through the Provincial Chapters.

## 9. WORKSHOP/TRAINING

Workshops are being planned for CFIs and Provincial Chapters. NACFISA is currently in discussion with the BANKSETA and it is hoping to finalize a MOU soon so that we can offer various trainings programmes to our CFIs.

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# EVENTS & TRAINING CALENDER

Accra, Ghana, 11 - 13 March

## The 4th SACCO LEADERS FORUM

Transforming Co-operatives by adopting Best Management practices for Sustainability

- Strengthening National Apex Organisation
- Value Added Model.
- New Approach to Co-operative Enterprise The use of ICT.

Accra, Ghana, 14 - 15 March

## Operational Risk Management and Delinquency Training

Transforming Co-operatives by adopting Best Management practices for Sustainability

- Understand techniques of mitigating and managing operational risk in a co-operative society.
- Identify solutions and tackle line management, internal control and the effect of human error
- Be able to identify and interpret Operational Risk in own organisation and aligning these to best governance practices.

Kenya, 10-13 June

## ACCOSCA

Performance management in co-operatives seminars

- Strengthening National Apex organisations.
- Value chain financial model.
- New Approaches in Co-operative Business Enterprises

Durban, South Africa, 13 - 15 AUGUST

## 6th AFRICAN MICROFINANCE CONFERENCE

Financial Inclusion: From Policy to Practice

- Policies and Practice in Agricultural Finance in Africa.
- Diversifying Business Models in Financial Inclusion.
- Policies and Practice in Housing Finance in Africa.

Ottawa, Canada, 13-17 July

## World Credit Union Conference

The Future of Money — Where Mobile Technology is Taking Us

- Antifraud Programs and Controls.
- The Shift to Mobile Payments: There's an App for That.
- A Call to Action: Getting Involved in International Development.

South Africa, 21 - 22 October

## ACCOSCA Training

Strategic Planning

- Strategic Planning (open to decision makers).
- E-Commerce (Branch managers and marketing dept).
- Loan Management (Decision makers and practioners)

South Africa, 23 - 25 October

## The 14th SACCA Congress

T.B.C

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David de Jong, Mfundo Zama

### DESIGN & LAYOUT

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