

INTRODUCING THE FINANCIAL CO-OPERATIVES NEWSLETTER

The co-operative movement, broadly and the financial co-operative sector in SA, specifically are at the cusp of significant shifts.

Firstly is the declaration of the year 2012 as the year of co-operatives by the UN, meaning, we will join the rest of the world in celebrating a business model that puts people first, innovates to meet member needs and provides local service while being part of a global network. Secondly, our financial co-ops have taken a step to form a new inclusive representative body. This is a timely development for the sector.

The Deputy Minister of Finance, Mr. Nhlanhla Nene, during the Indaba held in Cape Town, challenged every one of us in the financial co-operative's sector to change our mindset if we are to make meaningful contributions to the communities. He implored us to build a more unified, inclusive, vibrant and self-sustainable movement. Now to help us stay abreast of these developments, as well as keep each other informed of the goings on within our



Mr. Sifiso Ndwandwe, (CBDA Board Chair)

SACCOS, co-op banks and FSCs we will be publishing The Connection every quarter.

In this issue, we have included summaries of the presentations delivered during the Indaba held on 19-20 October 2011. The idea is to encourage debate and dialogue. As co-operators we will be better off when there is a rich exchange of perspectives and thoughts on what affects us most as SACCOS, Co-op Banks or FSCs.

The Connection is also intended as another channel of resource that we hope the financial co-operative sector will find useful. We have sections on CBDA Interventions to keep you posted on capacity building interventions that the CBDA is developing, Regulatory roundup to help you stay abreast of changes in the regulations and examination processes, Chapter news to share among ourselves developments within the chapters, best practice within your

As co-operators we will be better off when there is a rich exchange of perspectives and thoughts on what affects us most as SACCOS, Co op Banks or FSCs

individual Co-operate Financial Institutions as well as useful resources that are available.

This is just a start, and we seek to continue to improve, so we urge you to send us your suggestions, articles and photos. Financial co-operatives must use this as a platform to brag about what makes your CFI a success.

Let's keep connected!



CFIs AGREE ON NEW REPRESENTATIVE BODY

At the inaugural financial co-operatives Indaba held in Cape Town from 19 – 21 October 2011, a resolution was passed to create a new national association of all financial co-operatives which brings together Co-operative Banks, Savings and Credit Co-operatives (SACCOs) and Financial Services Co-operatives (FSCs).

Prior to the Indaba, a series of Provincial Forums were coordinated by the provincial departments of economic development (DEDs), CBDA & SACCOL. At these forums, attended by over 350 representatives from CFIs across the

country, proposals for the establishment of the new association were presented, discussed and approved. Interim provincial chapter committees were also elected into office who are mandated with coordinating activities and meetings for the CFIs within their chapters. The chapter committees will also serve as a link between the national association and the CFIs. In addition, the chapters will:

- provide education and training on the principles and practices of the co-op

“The NCBA will unite, represent and serve co-op banking institutions which are registered under the Co-operatives Act of 2005, Co-operatives Banks Act of 2007 and the 1996 Bank Act exemptions”

banking movement;

- Promote development and growth of participating co-op banking institutions;
- represent common concerns of participating members to the NCBA;
- act as social forum to aid the unity of the participating co-op banking institutions.

It was also resolved during the forums that the new national association will be called the National Co-operative Banking Association (NCBA).

The NCBA will unite, represent and serve co-op banking institutions which are registered under the Co-operatives Act of 2005, Co-operatives Banks Act of 2007 and the 1996 Bank Act exemptions. It represents its members at regional, national and international levels as well as represent members to the government, parliaments and other important forums – such as NEDLAC- and international co-operative banking movement – this includes World Council of Credit Unions

(WOCCU) and international Coop Banking Association (ICBA).

The board of directors of the NCBA will consist of a maximum of 11 directors made up of each Provincial chair elected at a Provincial Meeting of members and two (2) General Managers elected at the Annual General Meeting.

continues on next page



continues from previous page

CFIs AGREE ON NEW REPRESENT- ATIVE BODY

The board of directors of the NCBA will consist of a maximum of 11 directors made up of each Provincial chair elected at a Provincial Meeting of members and two General Managers elected at the Annual General Meeting

CONGRATULATIONS TO THE FOLLOWING FOR BEING ELECTED ONTO THE COMMITTEES:

WESTERN CAPE

Victor Botha (Sibanye Cape Sacco)
Charles George (Flash Sacco)
Vernon Billet (Sunrise Sacco)
Kholiswa Mbusi (Sunshine Goal)
Vuku Mbonisi (Ubuntu Financial Services)
Ernest Henda (Okuhle Financial Services)
Shameem Gaffoor (SAMWU SACCO)

GAUTENG

Thomas Mvundle (Minanawe FSC)
Isaac Makae (TRA FSC)
Themba Mhlungu (Garepalelwe FSC)
Connie Mboweni (Tshimolohong FSC)
Mapule Sema (Soshanguve FSC)
Francis Selialia (Mmetla Khola)
Tebogo Phadu (NEHAWU SACCO)
Mbongeni Manikivane (Kathorus SACCO)

MPUMALANGA

Nelly Puane (Beehive SACCO)
Peter Mahlangu (Philisisitjhaba FSC)
Michael Ncongwane (Beehive SACCO)
Kgaugelo Mabitse (Sivuyile FSC)
Josias Motsooneng (Path SACCO)
Adolph Mashinini (Qalakancane FSC)
Sipho Mahlangu (Philisisitjhaba FSC)

KWAZULU NATAL

Nozipho Mcube
Ayanda Masalla (Nondweni SACCO)
Thakasile Khumalo
Phillip Nhlanhla Zondi
Emmanuel Zulu (Sibusisekile SACCO)
Bonginkosi Dunge (Nkandla SACCO)
Nhlanhla Mtolo (SASEE SACCO)

NORTH WEST

Ds Giftjan Dhlamini (Kraaipan FSC)
Kweku Arthur (Boikago SACCO)
Poifo Mofokeng (Ditsobotla Co-op Bank)
Mojalefa Piet Leteane (Lehurutshe FSC)
Moteribi Khutsoane (Motswedi FSC)
Kagiso G. Lesemela (Lehurutshe FSC)
Shadrack G. Kgosiemang (Motswedi FSC)

FREE STATE

Mr Moloi (Achib FSC)
Ms Martha Selaledi (Motheo FSC)
Mr Moloi (Goodstart FSC)
Mary Mbele (Makwane FSC)
Makarabo Mashoeshoe (Green Pastures FSC)
Makarabo Mashoeshoe (Makwane FSC)
Ms Lerumo (Bomme le Baradi FSC)

NORTHERN CAPE

Fraser Smith (Tharintsho FSC)
Rose Moeng (Future Creation FSC)
Ike Maleka (Vosele FSC)
Veleminah Horne (Future Creation FSC)
Kelehetswe Maditsela (Batlharos FSC)
Vacant (Position left for OSK Co-op Bank)
Vacant (Position left for OSK Co-op Bank)

LIMPOPO

Billy Kalushi Moloto (Mathabatha FSC)
Elias Mathebula (Tiharihani SACCO)
N. G. Mhlongo (Homu FSC)
Jimmy Mboweni (Bakenberg FSC)
Ronald Rasimphi (Nyaluwo Mutale FSC)
Princess Mpkgophi (Mathabatha FSC)
Frengelina Maesela (Mankotsana FSC)

EASTERN CAPE

Thamsanqa Sifumba (Gijima FSC)
N. Nogaga (Sodasifike Phezu FSC)
Laphumilanga (Laphumilanga SACCO)
Ntombodumo Nyaba (Masihlume SACCO)
Thobile Gadeni (Mayibuye SACCO)
F.Takane (Sodasifike Phezu FSC)
Nontuthuzelo Faku (Masihlume SACCO)



BEST PERFORMING FINANCIAL CO-OPS REWARDED AT INDABA

The Inaugural CFI Awards, sponsored by Old Mutual, were presented to the worthy recipients on 20 October 2011.

The Indaba provided a great opportunity for the CBDA to launch an Annual Incentive Programme for best performing CFIs.

The incentive programme was sponsored by Old Mutual and was based on performance standards developed by the CBDA following a consultative process with the CFIs around the country.

Speaking at the Indaba, the Director of Capacity Building (CBDA), Mr. Robert Mbeza informed the delegates that the Performance Standards were designed to enhance performance of the CFIs so that they can qualify and be registered as Cooperative Banks and remain sustainable and compliant with the prudential requirements.

Compliance to the performance standards will be a painstaking undertaking by the CFIs and hence the CBDA's plan to incentivise those that are showing outstanding performance according to the set standards.

The assessment used Ratio Analysis with some PEARLS Ratios and Prudential Requirements. The CFIs were grouped into two groups i.e. Group 1 and Group 2.

Group 1 consisted of CFIs registered or applied



Mr Lukas Taljaard, Chairman of OSK Co-op Bank receives prize for highest membership growth from CBDA Board V.Chair Adv Kuzwayo



Mr Ndwandwe presents prize for highest savings growth to Mr Tebogo Phadi, Board Secretary–Nehawu SACCO



Mr Ndwandwe presents prize for highest active members to Mr Mabusa, Board Chair–Mathabatha FSC

for registration with the South African Reserve Bank (SARB) & Group 2 consisted of CFIs registered with CBDA or applied for registration with the CBDA.

The winning CFIs are highlighted below:

Prize Category	Winner	Score
Gr 1 – Best Performing	OSK Co-op Bank	68%
Gr 2– Best Performing	Ditsobotla Co-op Bank	77%
Gr 1– Highest active membership 2011	OSK Co-op Bank	85%
Gr 2– Highest active membership 2011	Mathabatha FSC	31%
Gr 1– Highest Savings Growth 2011	Oranjekas SACCO	67%
Gr 2– Highest Savings Growth 2011	NEHAWU SACCO	67%



Adv Kuzwayo and Mr Ndwandwe presents best performing CFI award to Ms Sabi Padi (MD-Ditsobotla Co-op Bank) & Mr Poifo Mofokeng (Chair– Ditsobotla Co-op Bank)

NATIONAL TREASURY LAUNCHES FINANCIAL CO-OPERATIVES RETAIL BOND

The National Treasury as enacted by the Co-operatives Bank Act 2007, Act No.40 of 2007 and through its Asset and Liability Management division has created a new investment product, namely the Financial Co-operatives Retail Savings Bond.

This product was officially launched by the National Treasury during the Co-operative Financial Institutions Indaba, held in Cape Town between 19 and 21 October 2011.

The main objective of this product is to provide a secure, affordable savings vehicle for Financial Services Co-operatives, Co-operative Banks and Co-operative Financial Institutions, as per PART 3 [Section 14]; one of the following assets that may be held of the deposited funds, are: Financial Co-operative Retail Savings Bonds with 1,2, or 3 year maturity dates, and treasury bills issued under the Public Finance

Management Act, 1999 (Act No.1 of 1999)

This product will serve to diversify savings instruments available to Financial Services Co-operatives, Co-operative Banks and Co-operative Financial Institutions. These 1 year, 2 year and 3 year Co-operative Retail Bonds will provide financial co-operatives with a safe instrument to invest and to earn a competitive return on their members investments with no charges.

The bonds also have some additional unique features which take into account the uniqueness of the financial co-operative model, through top ups and early withdrawals.

The Financial Co-operative Bond is available directly from National Treasury, on **Helpline number: 012 315 5888** or on queries@rsaretailbonds.gov.za, more distribution channels to be announced in the near future.



DITSOBOTLA CO-OP BANK OFFICIALLY LAUNCHED

On 5 November 2011, the first co-operative bank to be registered in South Africa, Ditsobotla Cooperative Bank Ltd celebrated its official launch in Lichtenburg, North West Province.

This followed the registration of Ditsobotla Co-operative Bank by the CBDA Supervisor of Co-op Banks' on 17 February 2011.

The ceremony was well attended by fellow co-operators from Swaziland, Gauteng and the Northwest Province. The MEC of Department of Economic Development & Tourism, Honourable Tebogo Modise,

*THE CEREMONY WAS WELL ATTENDED
BY FELLOW CO-OPERATORS FROM
SWAZILAND, GAUTENG AND THE
NORTHWEST PROVINCE*

officialated at the ceremony.

The mayor of the area, as well as invited guests from CBDA, SARB, and SAMAF were in attendance.

Entertainment was provided by Serankure from Mmabana Cultural Center as well as a local artist, Mzett. Motswedding Fm also broadcasted the event for the day. On that day ten (10) new members joined the Co-op Bank.



CFIs' INDABA PRESENTATION SUMMARIES

Status of the CFI sector in South Africa

The outgoing Managing Director of the CBDA, Mr Nkosana Mashiya provided an overview of the CFI sector in the country, noting the historical developments of the financial co-operatives.

The following were the key take-aways from his presentation:

- Deposit taking is an earned activity due to the need to protect depositors, creditors and the financial system.
- Exemptions from the Banks Act allow CFIs to engage in deposit taking activities within the ambit of a self regulatory body such as SACCOL or samaf.
- CFIs have failed before in SA resulting in Govt. paying out to members over R5 million to close unviable FSCs.
- Interim regulatory arrangements were therefore put in place by government, notably National Treasury establishing SAMAF in the DTI in 2007. Samaf was then mandated to assume regulatory responsibility for the FSCs & village banks. SACCOL remained regulator for SACCOs. In 2007, the Co-op Banks Act passed,



Mr. Nkosana Mashiya
Outgoing Managing Director of the CBDA

- resulting in the establishment of the CBDA in 2008
- The sector is currently characterized by poor representation as well as the weak status of individual CFIs due to weak governance practices i.e. no board meetings, AGMs, poor minutes, no leadership changes; weak internal controls, outdated policies. Most of the CFIs are not complying with reporting requirements.
- The existing representative body has

been crowded out by government entities resulting in members not paying membership fees and dues, effectively crippling its operations.

- There is therefore a strong and urgent need to consolidate the regulatory frameworks in order to better manage the collection, management & dissemination of CFI data and contain growth in the registration of CFIs.
- The CFIs, irrespective of size, will be expected to build their capital levels and improve on their compliance culture including reporting to regulators.
- CFIs will also need to develop a single unified movement which unifies SACCOs, FSCs and village banks.
- From the government side, before the end of the current financial year, existing exemption notices will be withdrawn, with the CBDA 'warehousing' the registration and supervision of all CFIs not registered in terms of the Co-op Banks Act. Government will have to channel their developmental programs through the representative body and its provincial chapters.

Guided by Co-operative Principles



Mr. Sylvester Kadzola,
Malawi (MUSCCO CEO & WOCCU DIRECTOR)

"If we want to liberate our people from the bondage of poverty which still afflicts the majority of our people, we need people, governments that are ready to commit time and resources to embark on what I call a 'Cooperativization Crusade' on our continent, Sylvester Kadzola shared his wish in his

continues on next page



CFIs' INDABA PRESENTATION SUMMARIES - continued

Regional CFI Success Story (African Perspective)

In Kenya the SACCO movement has evolved over a 40 year period as a force to be reckoned with in the social and economic transformation of the Kenyan people, these are the words of Atsiaya, CEO of Kenya Police Sacco during his presentation at the Financial Cooperatives Indaba held in Cape Town, South Africa.

There are over 6000 registered SACCOs in Kenya with a membership of over 8 million, making it the largest movement in Africa, with over ZAR16.7 billion. Of the 6000 registered SACCOs, 215 have Front Office

Services Activities (FOSA) and this has enabled these SACCOs to mobilize over 80% of the total ZAR16.7 billion savings in the SACCO movement in Kenya.

The Kenya Police SACCO registered in 1972, but started operations in 1973, boasts a membership of over 35000 with an asset base of over US\$78 million. The SACCO is doing its best to comply with the prudential standards as set out by the SACCO Societies Regulatory Authority (SASRA), and has been making steady progress towards attaining these.

Guided by their business plan they are confident that they will meet the prudential standards with the 4 year period that all SACCO societies have been granted by SASRA to comply with the prudential standards.

Atsiaya emphasized, a "need to keep up with the changes in the financial market, adequate member services, improved product offerings, use of ICT, good governance and compliance to prudential standards," for a sustainable Financial Co-operative Sector in Africa.



Mr. Solomon Angutsa Atsiaya
CEO Kenya Police Sacco

continues from previous page

Guided by Co-operative Principles

presentation "The Importance of Cooperative Principles in the Financial Co-operative Model" at the Indaba.

He defined a co-operative using the International Co-operative Alliance (ICA) definition as "an autonomous association

of persons united voluntarily to meet their common economic, social and cultural aspirations, through jointly owned and democratically controlled enterprise"

He emphasized that for this autonomous enterprise to thrive, it is imperative that it is guided by these seven co-operative principles:

- Voluntary & open membership
- Democratic member control
- Member Economic Participation
- Autonomy & Independence

- Ongoing Education, Training, & Information
- Co-operation among co-operators
- Concern for the community

He added an eighth one –

- Building Financial Stability

These principles are what differentiate co-operatives from other businesses and they are embedded on the values of self responsibility, self help, democracy, equality, equity and solidarity. Attention was drawn to FINCOOP

SACCO in Malawi established in 2004 as a model of success based on its unyielding adherence on co-operative principles. FINCOOP SACCO's success is also based on brand visibility, competent and experienced management, as well as support from the National Association.

In closing, Kadzola highlighted, numbers and volumes, a progressive apex body, close monitoring and supervision as crucial elements for financial co-operatives to thrive.



CFIs' INDABA PRESENTATION SUMMARIES - continued

The Nuts and Bolts of Building a Sustainable and Inclusive CFI movement



Mr. George .Y. Ombado
Executive Director-ACCOSCA

CFI's tend to serve larger numbers of poor people than specialized ("targeted-to-the-poor") microfinance institutions, without relying on donor support as the latter do. CFI's also attach great importance to financial stability and loan recovery.

The CFI sector broadly has three layers, i.e. primary co-ops, whose membership is mostly individuals & provide specific services to the membership with a strong focus on promoting community development. Secondary co-ops are

formed by two or more primary co-ops and offer services only to those members, while a tertiary co-op advocates interests of their members to government/private sector/other stakeholders.

The strength of a tertiary/apex co-op is fundamental to the long-term sustainability of the sector as weaknesses at apex level can lead to financial uncertainty.

Three stages of CFI growth are identifiable, slow growth, rapid growth and diminishing returns. Under the first stage (slow growth) the drivers of the soundness of CFI are infrastructure, intellectual capital, institutions, integrity, interaction and innovation.

However in most cases, these are usually poorly defined. Investments in the inputs are low resulting in insignificant development in the co-operative sector.

In the second stage (rapid growth) superior products and services in the co-operative sector materialize with improvements in the key drivers increasing the marginal contribution to the development and growth

of the sector. New innovation and new financial instruments spur membership growth and the soundness of the CFIs.

In the third and last stage (diminishing returns) the financial co-op sector achieves a high level of maturity, with a steady growth in volume of loans and savings. Services offered by the CFIs become highly standardized and established in the market place.

To this end, the co-operative financial sector reaches a steady state of financial development. The need for financial services, notably credit, savings and insurance is undeniable. There is thus a need for a coordinated approach to meet this need by ensuring a good match between aims pursued and activities carried out (Efficiency, effectiveness and Social Viability).

This is all buttressed by a strong and vibrant legal framework, which does not compromise pro-poor and development investments. Such legal framework must enhance the development of innovative financial products that contribute to bridging exclusion of rural sectors, ensuring that CFI's embrace best



governance structures and practices-strengthen accounting systems.

The framework must also allow for adequate information disclosure on the part of CFIs and strengthening the quality of regulatory capital, widening the risk coverage, limiting leverage and introducing liquidity requirements.

CFIs' progress in terms of information disclosure will significantly contribute to the establishment of industry standards and risk management of the supervisory authorities.



CFIs' INDABA PRESENTATION SUMMARIES - continued

ENDURING SUCCESS



Ms Jessica Richardson Isenegger
Sen. Partner infusion Group



According to the World Council of Credit Unions (WOCCU) 100 countries have credit unions, with 53,000 credit unions world-wide, serving over 188 million people, that is, 7.5% of the world population.

Co-operatives are a global phenomenon and have played a significant role in the socio-economic transformation of communities around the world, and in the words of Ban Ki-Moon "Co-operatives are a reminder to the international community that it is possible to pursue economic

sustainability and social responsibility." This is evident in some of the statistics Jessica shared with her audience in her presentation;

- Japan 91% of farmers operate as part of a co-operative;
- Kenya co-operatives are responsible for 45% of the GDP;
- Bolivia 1/3 of population have a co-operative membership, &
- in France alone co-operatives account for 60% of retail banking, 40% of food and agricultural

production and 25% of retail sales.

An example she cited is that of the Polish Movement, which in 2004 had over 1 Million members, with over 1300 credit union outlets and over \$3.5 billion in assets. This, however, was not achieved easily or overnight as there were a number of challenges and hurdles that they had to overcome before they could yield the desired results.

Richardson-Isenegger asserts that through

Co-operatives are a global phenomenon and have played a significant role in the socio-economic transformation of communities around the world

hard-work, persistence and prayer, financial co-operators can reach 1 million members in 12 years, with a more member centric service. She also advocated for the use of innovative networking platforms, like facebook and linkedin.

Most credit unions in the US have sophisticated service offerings like Online banking, financial planning services, home finance, insurance, vehicle finance, small business development and tax planning services. The following sites were recommended for more information on some of the service offerings by US credit unions; www.lovemycreditunion.org and www.communitychoicecreditunion.org



CBDA CAPACITY BUILDING INTERVENTIONS

PERFORMANCE STANDARDS FOR THE CFI SECTOR

In line with the Cooperative Banks Development Agency (CBDA) mandate to regulate, promote and develop co-operative banking, including deposit taking cooperatives, the CBDA in consultation with all the CFIs around the country developed performance standards which form a benchmark for measuring the performance of the Coopera-tive Financial Institutions (CFIs).

OUTCOMES

The outcomes from the performance assessment include the following:

- A comprehensive picture of how a CFI is progressing to-wards achieving its performance goals;
- A mechanism for responding to emerging issues that may require remedial action;

Forms an integral part of performance management linked to the six pillars of CFI key strategic areas of growth i.e. management, financial management, policies and procedures, governance, marketing and products and the coop-erative principles.

The CBDA directly or through representative bodies will be conducting quarterly assessments and it is through these assessments that the CBDA will be awarding best perform-ing CFIs at its annual Indaba.

The performance standards are divided into six critical are-as of CFI growth. This article looks at Governance.

CERTIFICATE IN CO-OPERATIVE BANKING MANAGEMENT LEVEL 1

According to research conducted by the CBDA on management practices among CFIs, most CFI staff have insufficient knowledge about the legislative framework that govern their CFIs, lack understanding of prudential requirements, human resource management, risk management, accounting and financial management as well as delinquency management.

In view of the above, the CBDA is obliged to ensure that the managers in every CFI are at minimum able to efficiently manage lending practices; identify, avert and/or mitigate risks; produce compliant monthly financial reports and comply with the

PERFORMANCE AREA	DESCRIPTORS
Governance	Constitution <ul style="list-style-type: none"> • Developed & Complied to and re-viewed from time to time
	Board of Directors <ul style="list-style-type: none"> • Number of fit and proper board mem-bers (9 – 15) • Term of office (3 Yrs. Per Term 2 Terms Maximum) • Meetings – (Monthly/Quarterly) • Minutes – (Written and Filed properly)
	Board Committees (Functioning Committees) <ul style="list-style-type: none"> • Governance Committee • Credit Committee • Supervisory/Audit committee • Education & Training Committee
	Strategic Plan & Business Plan <ul style="list-style-type: none"> • Documented, Implemented & Re-viewed • Mission, Vision, Organogram, Key Strategic Issues, • Objectives, Targets, Timelines and Responsible People,
	Financial Reporting, Audit & AGMs <ul style="list-style-type: none"> • Financial Reports - Monthly • Income Statement • Balance Sheet • Audited Financial Reports - Annually • General Meetings - Annually

minimum prudential requirements, thus directing their CFIs to institutional and financial stability. As a result, the CBDA has commissioned the University of Pretoria (UP) to develop the financial cooperative sector curric-ulum, training materials and

provide training on the materials. Only 20 delegates will be accepted for the first training ses-sion, which will take place in February 2012.

For more information, see next page.



CERTIFICATE COURSE IN COOPERATIVE FINANCIAL INSTITUTION (CFI) MANAGEMENT LEVEL I

Presented by
the Centre for
Inclusive Banking
in Africa, University
of Pretoria

DESCRIPTION:

This course is targeted at general managers and senior staff of Cooperative Financial Institutions (CFIs).

The aim of this course is to provide participants with a thorough understanding of legislation and compliance requirements and effective management techniques for financial cooperatives. A secondary

objective is to present a profile of the cooperative financial sector in South Africa and around the world.

LEARNING OUTCOMES

After completion of the course, delegates will be able to:

- Understand the legislative framework governing financial cooperatives and cooperative banks.
- Understand prudential requirements.
- Develop skills in effective management of human resources.
- Develop skills in the compilation of financial and management accounts.
- Understand how to measure and manage loan delinquency and efficiently manage lending practices.
- Understand how to manage the overall risks facing a cooperative financial institution.
- Know how to guide a cooperative financial institution towards institutional and financial sustainability.

COURSE CONTENT

The following modules will make up fourteen lecture days delivered over two separate periods:

Module 1: Introduction to the Financial Cooperative Sector

Module 2: Savings and Transaction Accounts

Module 3: Micro-lending Best Practices

Module 4: Financial Management

Module 5: Human Resources and Operational Management

Module 6: Legislation and Compliance

Module 7: Introduction to Risk Management

COURSE FEE (CE at UP IS EXEMPT FROM VAT)

All course notes and material; lunch and refreshments are included.

Transport and accommodation are the delegate's own responsibility.

Course fee: R 14 800 per delegate.

Class sizes are a minimum of 10 and a maximum of 25 participants.

WHO SHOULD ATTEND

This course is targeted at general managers and senior staff of Cooperative Financial Institutions (CFIs).

COURSE STRUCTURE

Each week includes a stimulating combination of modules drawn from the following topics: legislation and regulations; lending best practices; savings and other services; financial fundamentals; and operational management.

Each week will reinforce and build on the previous weeks' material.

Homework during evenings and week-ends should be expected.

LECTURERS:

Barbara Calvin, Head of Education, Centre for Inclusive Banking in Africa

Musa Mbingo, Managing Director, South African CFI Consultancy.

Others: TBA

LEARNING ASSUMED TO BE IN PLACE

Entrance requirements will include the following criteria: matriculation with an average grade of D or above; a minimum of 12 months' work experience in a cooperative financial institution; a working knowledge of computers using both word processing and spreadsheet applications.

ACCREDITATION

The University of Pretoria is an accredited higher education provider.

A certificate will be awarded upon successful completion of all modules and the final examination.

REGISTRATION:

Getrude Mabasa

Tel: +27 (0) 12 420 5015

Fax: +27 (0) 12 420 5465

E-mail: info.ce@up.ac.za

ENQUIRIES:

Kathy Blaine (Centre for Inclusive Banking in Africa)

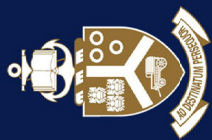
Tel: +27 (0)12 420 3344

Fax: +27 (0)12 420 2106

E-mail: katherine.blaine@up.ac.za

Tel: +27(0) 12 420 5015
Fax: +27(0) 12 420 5465
E-mail: data.ce@up.ac.za
Graduate Centre, Main Campus
University of Pretoria
www.ceatup.com

CONTINUING EDUCATION
UNIVERSITY OF PRETORIA





WORDS OF WISDOM



"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed it is the only thing that ever has."

– **Margaret Mead**

Engaging in Self-Awareness and Critical Reflection

"Effective leaders have a good understanding of them-selves. They routinely assess their personal and leadership strengths and areas for improvement and have the desire and capacity to make the necessary changes in themselves to achieve their goals."

– **Jeff & Linda Russell**

"Nothing Happens Without Personal Transformation." – **W. Edwards Deming**

"Leadership is, fundamentally, the capacity to attract follow-ers – or more accurately voluntary partners – to a compelling idea, direction, or vision." – **Jeff & Linda Russell**

CHARACTERISTICS OF EFFECTIVE LEADERSHIP

- The capacity to develop and communicate in a shared vision
- A passion for the cause
- A willingness to take risks and challenge the status quo
- A hunger for knowledge and learning
- Personal integrity
- The capacity to trust and be trusted
- Leading by example
- Enabling others' success

Compiled by: **Robert Mbeza**, Director
Capacity Building and Information

2012 International Year of Cooperatives



WE LOVE TO HEAR FROM YOU.



Sent us your stories for publication in
The Connection to
CBDA.Mailbox@treasury.gov.za
or call us on (012) 315 5367

EDITORIAL TEAM

Nomadelo Sauli
Mfundo Zama
Shirley Molongoana
McIntosh Kuhlengisa

DESIGN & LAYOUT

National Treasury Communications