

**2010 ANNUAL SAVINGS AND CREDIT CO- OPERATIVE ASSOCIATION OF AFRICA
(11TH SACCA CONGRESS) REPORT**



Theme: 'Fostering the Culture of Entrepreneurship and Innovation in SACCO'

Location: Swaziland

Dates: 4-8, October 2010



Organizer: AFRICAN CONFEDERATION OF CO-OPERATIVE SAVINGS AND CREDIT ASSOCIATIONS



Host: SWAZILAND ASSOCIATION OF SAVINGS AND CREDIT COOPERATIVES (SASCCO)

In Partnership Government of Swaziland and Canadian Co-operative Association and the



CANADIAN
CO-OPERATIVE
ASSOCIATION



ASSOCIATION
DES COOPÉRATIVES
DU CANADA

Participating organisations:



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The views expressed presented in this report as a result of the congress do not necessarily reflect the views of the ACCOSCA, CCA, CIDA, or the government of member countries

Acknowledgements

Special thanks go to the Government of Swaziland for taking an active role in organising the forum. The commissioner of Co-operative Ms Nonhlanhla Mnisi for having taken ownership of the program

To the minister of commerce and industry, Ms. Jabulile Mashwama special thanks for addressing critical issues affecting the co-operatives in Africa.

To the Chair of African Ministerial Committee, Honourable Joseph Nyagah special thanks for having encouraged participants to take their critical role and influence on governance issues in Africa. Your personal touch with the participants was incredible.

To the commissioners, registrar and government representatives, your presence and participation enriched the program.

To the presenters, the congress gained such recognition from your contribution, special thanks for spending time to share your knowledge and experience.

To the developing partners International Cooperative Alliance (ICA), World Credit union (WOCCU) and Canadian Cooperative Association (CCA) your presentation were enriching

To Canadian Cooperative Association (CCA), your financial contribution towards papers tackling cross cutting issues particularly address youth, gender gap, regulation and ICT is highly appreciated.

Many thanks to the local media for giving the event adequate coverage on pertinent issues affecting the SACCOs, and for hosting ACCOSCA officials on live TV show

Special thanks go to the Board and Management of ACCOSCA and SASCCO for taking their personal time to ensure the event succeeded.

Thank You.

Grace Dudlu

SACCA 2010 Program Coordinator, Swaziland

List of Abbreviations

ACCOSCA	:	African Confederation of Cooperative Savings and Credit Associations
AGM	:	Annual General Meeting
BOSCCA	:	Botswana Savings and Credit Cooperative Association
BOD	:	Board of Director
CBDA	:	Co-operative Banks for Development Agency South Africa
CCA	:	Canadian Co-operative Association
CUA	:	Ghana Cooperative Credit Union Association
ICA	:	International Co-operative Alliance
ICT	:	Information and Communications Technology
ISS	:	Institute Of Social Studies, Erasmus University Rotterdam
JKUAT	:	Jomo Kenyatta University of Agriculture and Technology
KUSCCO	:	Kenya Union of Savings & Credit Co-operative
SACCA	:	Savings and Credit Co- operative Association Africa Congress
SACCOL	:	Savings and Credit Co-operative League of South Africa Limited
SASSCO	:	Swaziland Association of Savings and & Credit Co-operative
SASRA	:	SACCO Societies Regulatory Authority - Kenya
SACCA	:	Annual Saving and Credit Co-operative Association Africa
SCU	:	Seychelles Credit Union
NACSCUZ	:	National Association of Co-operative Savings and Credit Unions Zimbabwe
NACCUG	:	National Association of Coop. Credit Unions in Gambia
UCSCU	:	Uganda Co-operative Saving and Credit Union
WOCCU	:	World Council of Credit Unions

I Congress Profile

THE 11th SACCA Congress was organised by ACCOSCA in collaboration with SASCCO, the government of Swaziland and Canadian Co-operative Association.

Attendance: 309 Participants

Participating Development Partners: World Council of Credit Unions, International Co-operative Alliance, Canadian Co-operative Association and World Vision.

Country Represented: Eighteen countries

Officiated by the Minister of Commerce Industry & Trade (Swaziland) Senator: Ms. Jabulile Mashwama.

Invited Guest of Honor: The Chairman of Africa Ministerial Committee ICA and Minister of Co-operative (Kenya) Honorable Joseph Nyagah.

SACCA 2010 objectives were:

- To review the current status of SACCOs in Africa.
- To deliberate on aspirations of stakeholders in the cooperative movement within Africa.
- Understand the challenges affecting SACCO regional growth.
- Deliberate on the form and strategy for future SACCO development.

Study Tours

Participants visited four SACCO listed below, the organisation were well prepared for the tours. It was clear that effort was placed on ensuring that participants learnt lessons from this tour particularly in understanding their challenges and success story

1. The Royal Swaziland Police SACCO
2. Kaphunga Rural SACCO
3. Simunye SACCO(A sugar company SACCO)
4. Litsafa SACCO (A youth SACCO)

II Message from Chairman's Office

It gives me great honour and pleasure to take my role as the Chairman of ACCOSCA for the next two years. The conclusion of 11TH SACCA Congress makes a beginning of new approach of ACCOSCA. As a continental organisation we seek to promote the agenda of SACCOs across Africa and beyond, this requires inclusion of all stakeholders in activities that empower people living in Africa through intervention by the co-operative.

Looking forward, we see an increasing role for ACCOSCA in Africa towards expanding SACCOs influence and development of innovative services that helps meet members' needs. Our five year strategic plan (2009-2014) is under implementation and soon will undergo evaluation. The management will be providing you of the updated milestones and resolution arrived at during the meeting in this report.

The Annual General Meeting concluded with election of New Board Members, who have been mandated to carry the aspirations of members to the next level by responding to challenges faced by SACCOs in the rapid changing market environment. In the coming year, we shall endeavour to tackle issues affecting Gender Gap in our societies, besides this we will organise meeting that address issues affecting Co-operative Regulation and Youth inclusion as a means of developing sustainability with-in our SACCOs.

The Board will think innovatively about creating sustainable SACCOs. In the coming period, ACCOSCA will search for synergies and explore achievements that are possible at national and regional level through partnerships with relevant stakeholders' who share the vision of ACCOSCA. The decision to revive ACCOSCA resonated from members thirst for a coordinated approach to mitigate their challenges.

Lastly, we thank all those who made the 11TH SACCA congress a huge success.

Thank you

Doctor Hlongwane

Chairman ACCOSCA

III Message from Vice-Chairman's Office

ACCOSCA has undergone through numerous challenges; the 11TH SACCA congress clearly shows that the members have huge expectation on ACCOSCA role in meeting their needs. It is equally a huge responsibility bestowed on us to ensure ACCOSCA achieve its objectives. Particularly as we seek to contribute towards interventions that would make it possible to achieve some of the Millennium Development Goals Target set for 2015.

The mantle for 12TH SACCA congress has been given to Ghana, hoping that this will be an equally representative meeting if not better by any given standard. Efforts will be directed towards creating more awareness of Sacco's role in West and Gulf regions of Africa.

The point that I think needs to be stressed is Sacco's sustainability which goes hand in hand with the future generation. This area has been neglected until fairly recently ; therefore, our challenge today is to ensure that the youth are actively engaged in Sacco's program, knowing well that such engagement will potentially lead to sustainable development and growth of SACCOs in the continent.

To achieve large goals, we will need concrete participation of all stakeholders. It is in this respect that we encourage you to contribute towards the success of SACCOs in Africa by supporting ACCOSCA initiatives.

Lastly we look forward to having you at future events SACCO Leaders Forum, SACCO Youth Forum and 2011 SACCA congress.

Thank you

Bless Kwame

Vice-Chairman ACCOSCA

IV Message from CEO Office

ACCOSCA mission to empower people living in Africa is a huge task requiring support from stakeholders across the continent. We recognise that unity of purpose through ACCOSCA will propel SACCO in developing initiatives that would cement their sustainability.

SACCA 2010 turned out to be more an eye opener towards many possible interventions than previously anticipated. We acknowledge that it has long been accepted that material wellbeing, as measured by GDP per person, cannot alone explain the broader quality of life in Africa. Therefore adopting a saving culture in essence, will not translate to SACCO growth and development; if governance issues are not effectively address, if our future generation needs are not incorporated on today's business, if our SACCOs approach ICT with suspicions, if we are contented with the current gender gaps across our SACCOs and if we fail to embrace the spirit of co-operation among co-operators.

During the meeting, there was a genuine fear that SACCOs in Africa will continue to be "marginalised" in the process of global integration and formation of a new co-operative international order unless concrete actions are taken to put the region at the centre of global co-operative map. The management recognise the difficult task ahead in filling that gap, yet we appreciate the good will extended to us during the SACCA 2010 congress. Ours is to carry SACCOs dream and aspiration in an all-inclusive manner by involving all who have deliberately shown that we share the same vision and mission.

This is an opportunity for SACCOs in Africa to lead the way on MDGs. To do so, we must embrace best practise and engaging in policy drafting. Similar forums will be organised in the coming year that aims to tackle critical issues affecting SACCO in Africa.

It is our hope that you will find time to attend future meeting and support us whenever possible

Thank You.

George Yashon Ombado

Ag. Executive Director

1.0 Topics Discussed

1.1 Sacco Development and growth in an economic recession

Key Note Address: Ms. Sharda Naidoo, CEO Co-operative Bank Development Agency South Africa.

Panel

- Mr. Alexander Babedi, Commissioner for Co-operative in Botswana
- Mrs. Nonhlanhla Mnisi, Commissioner for co-operative in Swaziland
- Mr Fred Mwesigye, Commissioner for co-operative in Uganda

Moderator: Carol Karugu

The key note speaker addressed some of the measures South Africa Co-operative Agency undertook to counter the impact of global recession. The noticeable concerns with-in the sub-sector were ; how to tackle challenges faced by rapid information and technology development, how to encourage viable SACCOs by understanding the relevance of size on their sustainability and how to ensure personnel are well conversant with pertinent issues affecting the sector. It was noted that CBDA response in South Africa included but not limited to setting up performance standard, defining and strengthening governance structure, and setting up manual accounting system to create standardization across operations.

CBDA CEO and the Commissioners of Co-operatives from Botswana, Swaziland and Uganda formed a panel to share their experiences with the participants. They both addressed corporate governance and ICT development as critical challenging areas. In response to the economic crisis, Botswana developed leaders' code of conduct to guard against electing unsuitable leaders who would create financial uncertain. In regard to Capacity Building, Swaziland called for ACCOSCA to take its role as the principal co-operative training institution in Africa to assist the sector. Participants were informed that the government of Swaziland had contract ACCOSCA to conduct capacity building workshop for Co-operative Department Personnel immediately after the congress.

1.2 The Impact of SACCO in Swaziland (SASCCO): What are the challenges?

Presenter: Doctor Hlongwane

Moderator: George Ombado

This presentation was meant for the host country to provide participant with a snap shot of current SACCO development and growth. It was noted that close to 70% of Swaziland population is based in the rural areas with unemployment rate of 29%. The co-operative projects were establishment mainly to tackle poverty; yet the results have not been impressive as they should. It was noted that the National Apex body in Swaziland has gone through considerable transformation since its inception in 1988.

Despite the population size of Swaziland, some of the statistical information given is quite impressive: about 7% of the national deposits in Swaziland come from SACCOs and 8.3% of the population in the country participates in Savings and Credit Cooperatives. However it was noted that SACCOs are facing stiffer competition from commercial banks that have developed products previously associated with SACCOs. This require SACCOs in Swaziland to continuous reinvent themselves remain relevant with members.

The positive input of SACCOs on social activities as not been without external challenges, notable were high HIV/Aids Prevalence rate, reduction of members' participation, and lack of effective legislation. Another external challenge is introduction of the Financial Services Regulatory Authority which has created a serious threat to the development of SACCOs since it has de-linked SACCOs from the current Cooperative Act of (2005).

Though challenges faced by SACCOs across Africa are similar it was felt that a contextualized approach is needed in addressing specific country situation. In regarding to high rate of nonperforming loans, participants urged SASCCO to adopt programs that would mitigate death associated with HIV/Aids epidemic and develop produces that would hinder savings withdrawal.

It was impressive to note that SACCOs in Swaziland have been able to allocate funds for social co-operative responsibility and disbursed this to non government organization such as Red Cross Society, Hospice at home, orphanages and The Hope House.

1.3 Challenges facing SACCO regulatory framework in Africa

Presenters

Mr. Carilus Ademba : CEO Sacco Societies Regulatory Authority, Kenya

Mr. David De Jong : Supervisor Co-operative Bank Development Agency

Moderator: Bless Kwame Darkey, CUA Ghana

This subject generated a lot of interest before and after the congress. In most of the African countries, regulation and supervision of Saccos are under the Banking Supervisory Authority (Central Banks) with the exception of South Africa and Kenya who have acts targeted specifically at SACCOs.

The sessions covered the necessary steps required for SACCO registration and effective monitoring. Comparison where drawn from the two countries to give participant contextual framework needed to address regulation issues. SACCOs here were advised to concentrate on their core businesses that meet the members' needs without exposing them to high risk ventures.

Participants ended up appreciating the importance of linking sustainable SACCOs with membership and the actual deposit level. It was noted that Africa though colossal in membership was performing below its optimal level in comparison to Oceania, Latin America and Caribbean.

In order to stay afloat SACCOs were asked to diversify and contextualised their products. Both country cases, addressed the importance of encouraging SACCOs to operate more as financial institutions and not social entities, which calls for effective legislations to be put in place. Where necessary, the presenters advised that regulations spelling actions to resolve weak Saccos had to be put in place such as administrative, sanctions, de-licensing, removal of management and liquidation. In South Africa for instance, regulatory complexity arose where it was difficult to determine who regulates who in the sector.

It was noted that regulations would enable Sacco's benefit (which overrides the cost) from institution development as compared to where the focus is being placed on individual leaders and managers.

In both cases, regulatory mentioned limited capacity and financial resources as one of the main challenges affecting implementations of legislation.

Participant requested organisers to allocate another slot for regulation issues; however this was not possible given the time limitation. In respect to this, ACCOSCA will ensure more time is allocated for regulation issues in SACCO leaders' forum (2011).

1.4 The Use of ICT for the growth of SACCOs

Presenters: Prof. Henry Bwisa, JKUAT

Moderator: Mr. George Ombado

The presenter took participants through the dilemma multipurpose SACCOs are faced with as a result of members' failure to effectively market their produce. It was noted that farmers' inability to maximize their returns from produce due can be pegged to exploitation by the middlemen who have monopolized market information.

Most co-operatives in Africa are agriculture based implying that they face a lot of influence from middlemen thus adversely affecting their potential revenue and subsequently member's potential returns.

Adopting ICT was one of the proposed effective tool needed to effectively eliminate the middleman's role in marketing produce. Instead of fearing ICT, it should be embraced for effective return to members. Particular attention was paid to use of mobile phones in mobilising the markets, monitoring prices on the market, money transfer and payments of bills and services. Examples were drawn from Kenya and Ghana where mobile phones companies provide services that SACCOs should consider utilising. A lot of focus was directed towards understanding entrepreneurial use of mobile phone to disseminate market information to the farmer to empower them in dealing with the exploitative middleman.

During the discussion some participants were uncomfortable in adopting ICT products since they had limited knowledge on the subject. Other members were skeptical on the impact of providing mobile companies with their market. The presenters made it known to participants that such risk was inevitable for development and growth of co-operative sector in Africa.

Participants challenged ACCOSCA to initiate development of market information systems that gather and disseminate demand and supply information. Such information can be received on real time through text messaging service or made available on internet through ACCOSCA website. Other information relevant to the SACCOs that needs to be disseminated to members are source of capital and their interest rate contextualized at country level.

1.5 Transformative Development: Harnessing the co-operative entrepreneurship advantage for women and youth in Africa

Presenter: Dr. Okwany Auma, ISS

Moderator: Ms. Thuli Chapa

The presenter took participant through areas where gender and generation issues are hindering development in Africa. A more profound hindrance was the social environment which seems to set structures that place women and youth in a disadvantageous position.

It was felt that gender and generation topics are inadequately covered in co-operate gathering despite being a global topical issue. The question being asked by participants reflected the deeper challenge experience by this section of the population. The presence of few women in the congress reflected the bitter truth about of a wider gender gap in co-operatives where male dominate management of SACCOs. It was argued that encouraging the inclusion of women and youth in cooperatives will improve their financial access, subsequently will result into transformative development.

During the discussion, some studies were cited stating that women by nature perform better than men in management. The benefits that accrue when gender and generational issues are incorporated in cooperatives and entrepreneurial initiatives should therefore not be ignored. The representative from WOCCU mentioned that his experience has made him prefer employing women in management position for they were more loyal, dedicated and flexible than men.

Example were given from Ghana where young people were systematically being involved in co-operative management, besides this an affirmative action had been established by Ghana Co-operative Union Association to have qualified women with distinctive knowledge in management position. This could be used or improved by other countries.

It was noted that women have the highest credit repayment rates, implying that they are collectively the social and economic capital marginalized groups that is able to harness through cooperatives.

A corrective measure is therefore needed at the institutional level; where key stakeholders in the sector will develop strategies that focus on strengthening this groups leadership, management and entrepreneurial skills.

1.6 Justifying Corporate Governance with-in SACCOs: why SACCO's underperform?

Presenter: Ingrid Fischer, CCA

Moderator: Mr. Moses Musiitwa

It was noted that governance is one of the topical issues often discussed in conference yet a lot still needs to be done. In some instance, attempt to implement good corporate governance is perceived by leaders as an act of questioning their ability.

In the co-operative sector, failure to distinguish the roles of directors and management can pose a considerable challenge on good governance efforts. This requires that the Boards role and responsibility are clearly defined to avoid interlocking management.

Besides this, participants acknowledged that Implementing good governance requires adequate resources: human, time, financial and education resources. This is so because accountability is not only meant to members but also owed to other cooperatives. Under the 6th Co-operative principle behavior of one union can have either undesired or desired effect on other co-operatives. Given the expected results of good governance, it requires capable personnel able to measure credit union performance on two fronts: financial and evaluation of strategic plan.

Performance of SACCOs, it was argued that this is undermined when members are treated unfairly, where staff compensation is biased and fails to attract qualified staff; unqualified staff makes governance more difficult. Training the right people at the wrong time also had undesired effect on Sacco's performance. It was noted that some staff get the chance to attend training as a reward of loyalty and not meeting their departments' needs. A case in point, where a marketing office attends an Intensive Accounting training yet the knowledge acquired will not be used by their department.

For effective governance, it was discussed that succession mapping techniques had to be strengthen as this will enhance continuity of projects; besides SACCOs development required embracing a culture of learning and change. It was therefore agreeable that utilizing Governance tools will have a desired effect of encouraging more membership and thus growth of the SACCO.

1.7 Adopting ICT: A competitive Edge for Co-operatives

Presenter: Mr. Francis Munyao, ICA

Moderator: Mr. Moses Musiitwa

The presenter tackled various aspects of ICT that co-operative managers need to know in order to have a competitive advantage within the co-operative business. It was noted that members and consumers of co-operative products and services have changed over time. This requires adoptability towards their needs.

In Africa, this requires stakeholders to appreciate the role ICT has on their organisation. This was important in providing on-time and high level reporting that would increase credibility of the co-operatives as operational efficiency becomes evident. Despite, high cost associated with software or hardware installation in co-operative, participants acknowledged the need to invest on ICT so as to meet long term and overall goal of their organisations. The leaders were encouraged to embrace ICT as a tool that can result into positive externalities within SACCOs.

ICT has provided SACCOs with an opportunity to do things differently. More striking was statistics on Internet users in Africa, approximately 86.2 Million which is less than half of users in Latin America/Caribbean of 189.9 Million with less total population; while internet penetration in Africa stands at 8.6% in comparison to Latin America/Caribbean at 31%.

Despite the figures, it was noted that considerable percentage of senior managers still do not appreciate the role of ICT in their operation yet they are the key decision makers. For successful implementation of ICT, it was noted that this had to be included in planning and operational levels.

The topic was well received; it was felt that more of this topic needs to be addressed in future forums to build confidence of managers in accepting and advocating for ICT use in their SACCOs. Without which SACCO managers will subconsciously resist initiatives that involve use of ICT for fear of the unknown or of their inability to undertake an elaborate Cost Benefit Analysis of the Project.

1.8 SACCO growth, merger and Challenges

Presenter: Mr. George Ototo, KUSCCO

Moderator: Ms Thuli Chapa

The presenters took participants through merits and demerits of merging SACCOs. Participants acquired much theoretical knowledge from the presentation. It is argued that for SACCO merger to be effective and acceptable, the process required considerable effort in consultation and dialogue to arrive at a consensus. Besides this a participatory process would help build trust and confidence on the decision arrived at that leads to merging. Even after the decision is made, the good will to implement that decision was needed.

It was evident that merging with-in SACCOs, in spite of the reason, had to be voluntary. Otherwise this could create resistance particularly from the Board who would look at such a move as a deliberate attempt to remove them from power, to managers' resistance can a raise due to conflicting lending policies with potential merging partner.

An acceptable process also required a documented merger plan, which is inter-linked with management plan in consideration to staff needs.

Participants requested that for there to be a meaningful learning experience, future topic tackling merger with-in SACCOs need to look at the specific country cases. It was noted that this is a topical area with-in the sub-sector given the importance attached to SACCO regulatory.

1.9 Measures for delinquency control with-in SACCOs

Presenter: Mr. Jesus Chavez, WOCCU

Moderator: Ms Thuli Chapa

This presentation was blunt and straight to the point on delinquency issues affecting SACCOs in the continent. It was argued that when loan are past their due dates, it is ultimately the SACCO to take responsibility for delinquency consequence. This is because SACCOs have the duty to prevent delinquency status through their principles; in combination with instilling discipline in staff and borrowers.

Some of the issues addressed that appear problematic by on SACCOs sustainability are; the only incentive to save is for obtaining a low cost loan because Interest rate paid on shares and savings is less than the inflation rate; Loan maturity based on amount borrowed not on loan purpose, useful life of collateral, and inherent risk in loan; Volunteer Credit Committees are used instead of a Technical Loan Committee.

It was noted that in Africa a lot of SACCO's do not have a conflict of interest policy or disclosures from the Board of Directors. Directors at times are delinquent and are not required to resign; this is problematic for existence and sustainability of that SACCO

It was suggested that Share Based Lending Policy should be evaluated since more often than not; members' capacity to pay is overlooked when giving loans. A large share base does not necessarily imply one has large income to support their credit obligation.

An effective delinquency control calls for robust credit management process. SACCOs have the opportunity to shape their destiny towards a more sustainable organization. This requires deliberate efforts to improve Sacco's public image and establishing competitive products or services. It was noted that the interest rates in commercial banks are relatively higher yet they officer stiff competition to SACCOs who are perceived to be having favorable interest rates

This presentation was well received, particularly the manner in which practical lessons such as adopting effective collection procedure were illustrated.

2.0 The Youth factor in SACCOs sustainable development and growth in Africa

Presenter: Ms. Carol Karugu

Moderator: Ms. Thuli Chapa

Several ideas were given on how to involve youth in SACCOs. For sustainability of SACCOs it was considered necessary to introduce products that will attract and encourage in Sacco's participation.

This presentation was based on a research conducted in Kenya; the youth were randomly selected asked to fill questionnaire with the help of interviewers with the aim of identifying whether they were existing SACCO members or are non-members, it also sought to identify their impediment to join SACCOs. The questions required them to rank issues they consider important before joining a SACCO: Referrals, Contextualised Service, Trust, ability to secure funds and professionalism. The questions also sought to know what ought to be done to improve SACCO success rate.

The results and recommendation need to be contextualized before being interpreted as representative of the continent urban population: For those interviewed only 10% were members of a SACCO, 67% were saving with the banks and 23% were unbanked/ not aware. Participants were encouraged to look at youth as Complementary Partners rather than Competitors.

The influencing factors bring the youth to SACCOs were: leadership, service and trust in order of ranking. To encourage the youth, participants felt it was important for the SACCOs to improve on their image as some youth consider the movement an upper generation agenda which is connoted with poor governance.

The definition of the youth is debatable, it was widely agreeable that most African countries consider those between the ages of 18-35 years as youths. The congress alone had less than 3% of total participants representing this age bracket. Some Participants considered this a positive starting point to strategies on how to involve the youth in SACCOs activities. This to them should be done with caution not to antagonizes the intergenerational gap.

The content of the paper was well received, with some participants requested for a more representative research that covers both urban and rural setting to be conducted by ACCOSCA. This will enable them develop effective intervention mechanism.

2.0.0 Breakout Sessions

Topic	Developing Conducive Tax Policy for SACCOs Discussant: Mr. Mbongeni Manikivana, SACCOL South Africa
Issues Discussed <ul style="list-style-type: none">• Those paying tax at SACCOs level are perceived to be paying double tax• Secondary tax on dividends could potentially discourage tax payment• Countries where SACCOs don't pay tax on earning are requested to assist other countries on methods they employed to convince their governments: the circumstance are different depending on Government needs• It was noted that most SACCOs are registered under co-operative act and not company act, for purposes of bridging the gap between the rich and poor• Stakeholders with-in SACCOs encouraged to be part of tax policy drafting through national apex bodies• ACCOSCA identify continent forum and engage with Africa Union to address tax related concerns with respective governments	
Topic	Leadership style and Co-operative Development , Discussant: Cyprian Bassing, CUA Ghana
Issues Discussed <ul style="list-style-type: none">• Leadership involves culture and attitude• Leadership style affects the direction and sustainability of SACCOs development• Encourage mentorship and affirmative action for equal representation in leadership level• Autocratic leadership can be useful where there are too much divergence of view of an issue• Leaders should walk the talk on governance issues , it was noted others cling on their position even after expiry of their terms on the pretext of continue a project they initiated• Adhering to Democratic principle does not always result into good leaders, vetting of leaders by legislation should be enforced. This would stump out leaders with questionable character.	

Topic	Identifying Governance tools Discussant: Wilson Kabanda, UCSCU Uganda
Issues Discussed <ul style="list-style-type: none"> • The discussion looked at various governance tools :Legislation, Regulation, Bylaws, Policies and Procedures • Members of the board must disclose of material interest to avoid conflict of interest on a specific decision where conflict of interest exist • Structure supervisory committee democratically elected to exercise supervision over the board of directors. • Bad good governance negate the advantages of co-operative business model and in the process facing criticism for failing to empower communities and members. Good Governance require good people has leaders • It was general acknowledged that transparency with the members can result into increase membership and commitment. A more informed member based increase SACCOs image 	
Topic	Supporting Rural Outreach Programs through SACCOs Discussant: Ellen Makoni, NACSCUZ Zimbabwe
Issues Discussed <ul style="list-style-type: none"> • This implies Contributing to social development in rural areas through SACCOS and identifying community needs • Either SACCOS starting branches in rural areas or contribute like the corporate social responsibility aspect • Mapping-Situational analysis—MDGs-Millennium –Have the people talk themselves-- Development Goals • Natural resources—Selling-Fund creation-money supporting the society. Income generating activities that are community based. • Have coordinating centers and Natural Radio Programmes that tackle day to day activities with-in the community • Encourage establishment of life skills education as a Priority in contributing towards community empowerment- Capacity building initiatives mainly entrepreneurial in nature. 	

Topic	SACCOs waking up from Crisis: Finding a path towards sustainable growth Discussant: Patrick Mendy, NACCUG The Gambia
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- Lack of SACCO Legislative and policies has a negative impact on sustainability of SACCO
- Board Transparency and effective reporting standards boost members confidence
- Sustainability require strong internal and operating procedures as an intervention mechanism
- Adopting new technology will contribute towards efficiency which is lacking in most SACCOs
- Developing innovative Product and service that are beneficial to members will help improve SACCO image
- Youth inclusion in SACCO initiatives will contribute towards sustainability of SACCOs
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Topic	Why Support Gender Balance with-in SACCO management Discussant: Cynthia Adwoa Ademadjiku, CUA
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- Issues Discussed
- Need to distinguish Women and Youth Issues, this create clarity when developing interventions
 - An urgent need to open the doors of SACCOs at management levels to allow women’s participation to the maximum.
 - It was noted that women perform better in management role than male counterpart. A survey conducted in 4,200 global companies shows that those with more women in senior management have superior financial performance or higher earnings quality.
 - Gender balance and diversity can be used as a strategic issue in stimulating SACCO activities. The quest to introduce this strategy in the sector is often met by laxity from key players
 - Go beyond affirmative action and policies, more dialogue is needed to change people attitudes towards gender roles. It was rightful noted that Culture is not static.; SACCOs can change the culture where certain roles and responsibility are biased towards on a certain gender group
 - Ghana has made a deliberate attempt to narrow the gender gap with SACCOs through CUA by 2012

Topic	<p>How to mitigate Challenges affecting SACCO operations?</p> <p>Discussant: Emile Esparon, SCU Seychelles</p>
<p>Issues Discussed</p> <ul style="list-style-type: none"> • Internal survival strategies that are instrumental on SACCO continual growth were discussed as training strong leadership and quality management • Investment in appropriate technology and avoidance of corruption as an intervention strategy • Establishment an advocacy and lobby team to spearhead the interest of SACCOs in the public domain and during policy drafting • Address Staff expectation and needs so as to improve SACCOs performance • SACCOs encouraged to become more competitive by diversifying their products , creating a common bond and understanding customers needs and wants 	
Topic	<p>Strategic Planning: How to ensure SACCO achieve Capital Efficiency</p> <p>Discussant: Omar Jallow, NACCUG, The Gambia</p>
<p>Issues Discussed</p> <ul style="list-style-type: none"> • Planning for our SACCOS: Look beyond one year operational plan. Business plan that will spell out the strategic plan. • Find innovative ways to mobilize capital from their members, while retaining important elements of their SACCO identity. • Establish Regulatory Framework: Supervision of SACCOs operations and liquidity • To develop viable strategy managers need to understanding merits and demerits of institutional capital, deposits and accounts payable • Diversification of savings and loan products, strong financial discipline, effective policies, delinquency control and an effective management structure will help SACCOs in the creation of capital. 	

3.0. Annual General Meeting

A Special General Meeting was held on 7th October 2010 given that the notice period for Normal AGM was not given. During the meeting governance issues were raised with the aim of improving confidence with the members.

The members noted that the Audited Accounts were not circulated earlier and therefore no ample time was given to go through the Financial Statement. It was resolved that for future AGM, such statements must be forwarded to delegates in advance.

3.1 Election

Elections of the new Board members as stipulated in the ACCOSCA by-laws took place; this was under supervision of Elector Officer Mr. David De Jong, CBDA South Africa.

Members elected a new Board of Directors comprising of the following:

- Chairman : Mr. Doctor Hlongwane from Swaziland (Southern Region)
- Vice-Chairman : Mr. Bless Kwame Darkey from Ghana (Western Region)
- Treasurer : Mr. Patrick Mendy from the Gambia (Western Region)
- Secretary : Mr. Emile Esparon from Seychelles (Eastern Region)
- Board Member : Mrs. Josephine Nabuywayo from Uganda (Eastern Region)
- Board Member : Mr. Mbongeni Manikivana from South Africa (Southern Region)

The next Board of Directors meeting has been scheduled for 8-9th November 2010 in Nairobi, Kenya.

3.2 Resolutions

- i) That the Board of Trustee be appointed to allow smooth operations of ACCOSCA, in principle, they will be included to ACCOSCA Bank Account signatory.

- a) ACCOSCA CEO
- b) ACCOSCA Chairperson
- c) Sacco Societies Regulatory Authority (Wherever ACCOSCA Head Quarter is located)
- d) CEO National Apex Body (Wherever ACCOSCA Head Quarter is located)
- ii) That there should be support and inclusion of women in Board of Directors of SACCO's.
- iii) Review of ACCOSCA constitution and bylaws as a high priority.
- iv) That ACCOSCA facilitates itself with international co-operations and organizations (whichever make business sense).
- v) That ACCOSCA management engages with advisory team in consultation from the Chairperson. (Advisory team: Regulator from South Africa and Kenya, key partner's organization i.e. CCA).
- vi) Member Countries submit proposal for project funding and ACCOSCA to solicit funds
- vii) That ACCOSCA to organize regional meeting before the continental meeting (SACCA).
- viii) That the Directors from each region to act as regional co-ordinators and that National Apex Body to get consultant assigned and training from ACCOSCA.
- ix) That Annual Subscriptions be adjusted from US \$500 (Five Hundred Only) to US \$1000 (US Dollar One Thousand Only)
- x) That the next SACCA Congress meeting to be held in Accra, Ghana in month of October 2011.

3.3 .Financials

Mr. George Ototo, the Managing Director of KUSCCO Limited took members through the Audited Accounts of the year 2009. The Audited financial document was previously distributed to all members in Johannesburg, SACCO Leaders Forum held on 24-26th March 2010.

The members noted that the Audited Accounts were not circulated earlier before the SACCA congress and therefore no ample time was given to go through the Financial Statement and resolved that for future AGM, such statements must be forwarded to delegates in advance.

4.0 Lessons Learnt

4.1 SACCA 2010 ANALYSIS

Based on objectives set for 2010 SACCA congress, the table below shows some of the results. This kind of background gives the continental body the momentum needed to spur Sacco's development and growth in Africa.

Objective	Issues Addressed/ Outcome
Review the current status of SACCOs in Africa.	<p>Countries across Africa are at different stages of Sacco's development. Some need more assistance than other. SACCO awareness needed in West and Gulf region.</p> <p>Legislative Issues perceived as a major contributor towards effective governance and sustainability of SACCOs growth in Africa.</p> <p>Members agreed to be up to date with their Annual subscriptions Payment.</p>
Deliberate on aspirations of stakeholders in the cooperative movement within Africa.	<p>Delegates encourage ACCOSCA to work with other stakeholders in the continent in developing initiatives for SACCOs.</p> <p>Youth involvement and Impact of Gender imbalance were extensively covered. It was clear that the gaps need to be significantly reduced.</p>
Understand the challenges affecting SACCO regional growth.	<p>Government official relay the message on cross-cutting issues discussed.</p> <p>SACCOs to tackle challenges in a more effective manner, it was agreed that SACCOs get involved in policy drafting and lobbying in parliaments across the continent.</p>
Deliberate on the form and strategy for future SACCO development.	<p>ACCOSCA requested by various presenters and delegates to organize more educative forum.</p> <p>ACCOSCA to advocate for SACCOs interest in the Africa through relevant continental bodies having close ties with the government i.e. Africa Union.</p>