



CENSUS OF FINANCIAL COOPERATIVES IN ZAMBIA

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ABBREVIATIONS

| | |
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| ASCAs | Accumulated Savings and Credit Associations |
| ATMs | Automated Teller Machines |
| BOZ | Bank of Zambia |
| CUSA | Credit Unions and Savings Associations |
| CUs | Credit Unions |
| FCs | Financial Cooperatives |
| FISP | Farmer Input Support Programme |
| FSP | Fertilizer Support Programme |
| MACO | Ministry of Agriculture and Cooperatives |
| MCTI | Ministry of Commerce Trade and Industry |
| NACDP | National Cooperatives Development Policy |
| NAMBOARD | National Agricultural Marketing Board |
| NASCU | National Association of Savings and Credit Unions |
| NGOs | Non-Governmental Organisations |
| NUSFAZ | National Union of Small-Scale Farmers of Zambia |
| PACRA | Patents and Companies Registration Agency |
| PLAEP | Prolife Advancement and Education |
| RCUs | Rural-based Credit Unions |
| REES | Rural Economic Expansion Services Limited |
| RFP | Rural Finance Programme |
| RUFEP | Rural Financial Expansion Programme |
| SACCOs | Savings and Credit Cooperatives |
| SGs | Savings Groups |
| UCUs | Urban-based Credit Unions |
| ZCAS | Zambia Centre for Accountancy Studies |
| ZIPAR | Zambia Institute for Policy Analysis and Research |
| ZCF | Zambia Cooperatives Federation |

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EXECUTIVE SUMMARY

This report presents the results of the first ever census of Financial Cooperatives (FCs) in Zambia. Covering all the ten provinces, the census brings to light some of the key statistics and trends that are going to be key as the Government seeks to revive the sector.

The census was necessitated for by the heightened interest in the revival of Cooperatives in general by the Government and subsequent need to revise the Cooperatives Act all which needed Baseline Data, Information and knowledge of the state of the existing cooperatives. Since the collapse of financial cooperatives in the 1990s, a lot there has been an information gap about Cooperatives and the role they play in the quest for financial inclusion. To bridge this information gap, ZIPAR embarked on a census to count the number of existing Financial Cooperatives and assess their performance. This report therefore presents the findings of the census:

The census enumerated a total of 749 FCs, 40% of which were in Eastern province alone and the rest in the other 9 provinces. However, these were not the most active across the country. The number of FCs found in the ten provinces representing 66% of the total number of FCs were registered with the Registrar of Cooperatives before the census. Most of the FCs that were worker based before the liberalization of the economy had ceased to exist while others had declined in terms of activities with the fall of the then apex body Credit Unions and Savings Association (CUSA).

The study did not find significant differences in terms of gender representation between men and women in FCs across all ten provinces. Interestingly, FCs also seemed to attract a fair number of young people who constitute 23% of the total membership of FCs. Nonetheless, although 53% of the FCs members were above the age of 45, at least 47% were below the age of 45.

The census established that in 2017 FCs had a total of K140 million in savings. However, 83%

of these savings belonged to a few big FCs in Lusaka even though they accounted for only 12% of all the FCs in the census. FCs in urban areas were stronger in terms of performance mainly because most of them are worker-based and draw membership from large pools of employees. These also find it relatively easier to collect savings and loan repayments. The urban FCs also had a national character as they drew membership from across the country. Examples of such FCs include the Zambia Police Thrift and Zambia National Service and Care Cooperative Society.

The census showed that FCs have not created significant employment mainly owing to poor performance and lack of investments. On average each FC created only two jobs by the time of the census. However, of the total full-time employment created, three FCs accounted for 35% of the employment and these were in urban areas.

The findings were that donor projects have in some areas driven the registration of FCs. There are a number of Non-Governmental Organizations (NGOs) that have assisted transition of a number of Saving Groups into Financial Cooperatives but this has been done with insufficient training on how to manage a FC. This has resulted in poor understanding of concepts such as shares and dividends as well as the need to maintain a cash reserve to meet withdrawals for the cooperative. In short prudential management of the FCs has been observed to be very weak which has negatively affected overall performance.

In view of the foregoing and based on other findings of the census, the following are some of the recommendations to help in the revamping of FCs in Zambia:

- i. Lack of information about financial cooperatives indicates that there has been minimal sensitization at various levels. The statistics that this census presents will aid the Government in planning for the sensitization and knowledge sharing regarding financial

cooperatives in all the areas where they are present as demonstrated. The Government must take lead in FC public sensitization and promotion programs with support from NASCU and other relevant stakeholders such as the Bank of Zambia's Financial Sector Development program and MCTI's Department of Cooperatives. This will create awareness about FCs. Such a program should have an inbuilt monitoring and evaluation mechanism to track progress.

- ii. In order to have a vibrant movement of financial cooperatives, the Government needs to invest sufficiently in data generation. Using this census as a baseline, the Government should come up with a program of collecting periodical data on financial cooperatives in order to monitor progress. This census should also be used as the first resource in building an updated data base of financial cooperatives in Zambia that are traceable. Further, the collection of information on financial cooperatives should be included in the FINSCOPE.

- iii. There is need to train people on the proper modalities for managing financial cooperatives in order for them to be sustainable. This can be done by developing a good practice manual that is tailor made and translated into various local languages that can be used by FCs. This calls for the Government to invest in capacity building especially for Cooperative Officers in MCTI on the operations of FCs as the focus in the past has mainly been on agricultural cooperatives. Cooperative Officers need training on FCs. Capacity building should be extended to the apex body NASCU for it to be able to provide adequate support to cooperatives.
- iv. There is need to encourage all cooperatives engaging in savings and credit as a main activity to register as SACCOs. The census enumerated a huge proportion of cooperatives which were not registered as SACCOs, 45% of cooperatives enumerated were not registered as SACCOs even though they were engaging in savings and credit as their main activity. Registration of these cooperatives as SACCOs is important as it allows for them to be targeted with the appropriate support to enhance their operations.

1. INTRODUCTION

Since the 1990s, Zambia's Financial Cooperatives (FCs) have grown from being among the strongest in Africa to one of the weakest. After the collapse of Credit Union and Savings Association (CUSA) Zambia, financial cooperatives have remained dismal and their activities overshadowed by agriculture cooperatives which have grown bigger and stronger being vehicles for agriculture support to farmers by the Government. The lack of activity of financial cooperatives which play an important role in reaching the unbanked populations in other African countries works against the Government efforts to increase access to financial services. A Finscope survey of access to financial services conducted in 2015 showed a significant increase in access to financial services from 37.3% in 2009 to 59.3% in 2015, this was mainly driven by money transfer services and savings services. Although this represented a significant improvement in the level of uptake and usage of financial services countrywide, the pace of growth is still slow to achieve financial inclusion for many people especially in rural areas.

Financial cooperatives have the potential to help Zambia reach as many people as are unbanked especially in rural areas. However, this will require such cooperatives to be very active. Since their collapse in the 1990s little has been done to revive them. However, in recent years, there has been a general sense of commitment by the Government to revamp cooperatives in general. This follows the launch of the Seventh National Development Plan (7NDP) which recognized cooperatives as one of the strategic vehicles for achieving national development. Later, the head of state issued a declaration to move the Department of Cooperatives from the Ministry of Agriculture to Ministry of Commerce, Trade and Industry in an effort to demonstrate that cooperatives should not be confined to agriculture. These developments have also necessitated for the revision of the Cooperative Act to ensure that the law responds to the

current changes in the economy and the country at large. By December 2018, the Cooperative Bill with significant revisions including on FCs had already been submitted to parliament and is now waiting to be approved.

The renewed interest in cooperatives in general presents an opportunity to revive Zambia's FCs which have long been forgotten. The revival of FCs would be useful in helping the Government achieve its goals of financial inclusion. This salient objective however needs a comprehensive understanding of the current state of FCs for the Government and other stakeholders to know the most appropriate interventions required in the process of the revival. In this regard ZIPAR sought to undertake a comprehensive enumeration of all FCs currently existing in the country. One option for doing this was to undertake a survey. However, information gaps existed even at the Government level such that it would be practically difficult to come up with a representative sample. Besides, although the Registrar of Cooperatives maintains a register of FCs, it has never been updated for a number of years. This means that some FCs remained on the register even if they were dormant. For this reason, it was resolved that a census is instead undertaken as it would include every existing FCs and also establish those that no longer exist. The Ministry of Commerce also wanted to have a national picture in terms of performance and distribution which would help in the development of regulation.

1.1 Objectives

The main objective of the census was therefore to enumerate all existing FCs in Zambia and in the process map their distribution. This would ultimately contribute to updating the current register in order to reflect new cooperatives and removing the ones no longer in existence. More specifically the census's aim was:

- To provide accurate and reliable information on the size, composition and distribution of FCs in Zambia;
 - To provide information on the demographic and socio-economic characteristics of members of FCs in Zambia;
 - To provide indicators for measuring progress towards the development of FCs;
 - To provide information on the size of savings, loans and assets of FCs;
 - To provide an accurate listing of FCs that can be used as a sampling frame for future surveys;
 - To provide an accurate listing of FCs that can be used to update the current national register and build a data base of FCs;
 - Identify and analyze challenges faced by FCs;
 - Make recommendations necessary for the reviving of FCs.
- i. Pilot phase: Eastern Province
 - ii. Second Phase: Lusaka, Northern, Muchinga, Luapula Central, Southern and Copperbelt Provinces
 - iii. Final Phase: Western and North Western

In order to reach all the FCs operating in the ten provinces the research team relied on the Government structure which has a District Cooperatives Development Officer (DCDO) and/ or Cooperatives Inspector (CI) in each district. Ideally, the DCDO and/ or CI Cooperatives Officer keeps registers of all registered cooperatives in each district. These officers, who are also resident in the same districts, are likely to know the exact geographical location of the cooperatives. Unfortunately, some of the Cooperative Officers did not have as much information as expected on FCs for the reason that most of them tended to focus on agriculture cooperatives. To address this limitation the research team engaged the National Association of Credit Unions and Savings officers at the national level and sub-regional level. The Research team also employed snowballing as part of the main approach to identifying FCs. The reason for using snowballing was because FCs, wherever they were found were in most cases expected to know where the next one would be found. This way, it was possible to enumerate as many FCs as there were in the districts.

1.2 Methodology

The census of FCs collected quantitative data on all existing FCs in the all ten provinces. Prior to going in the field, the research team conducted a literature review and obtained the list of all registered FCs in Zambia from the Registrar of Cooperatives. After carefully assessing the register and making preliminary field checks, it was realized that the register was not up to date and was thus not a good basis for reaching cooperatives. Additionally, it became apparent that some FCs exist for which the Registrar of Cooperatives knew nothing about. Thus, it became clear that new approaches needed to be employed in order to find the FCs wherever they were even if they were not on the register.

The data collection for the census was done in three phases. This was necessitated by the availability of funding for the census. The pilot phase was done in Eastern Province after which the data collection tool was revised. A revised tool was used to collect data in the remaining provinces after financial support had been sought from partners. The data collection phases were as follows;

1.3 Limitations

The census was not without limitations. The first limitation originated from the lack of comprehensive information on the distribution of FCs across the country. This meant that the research team had to do a full listing of cooperatives FCs at the same time it was collecting data. In other censuses, listing is done ahead of time which helps in planning. Secondly, whenever cooperatives were found, members were not very familiar with the obvious practices and operations of a FC. They also lacked understanding of the key terminologies. This means that enumeration took longer than planned as a lot of time was spent explaining the meaning of such things as shares, share capital value, dividends among others. This problem was compounded by the fact that some interviews were conducted in selected local languages in which some English terminologies

do not have local meaning. To address this concern the research team spent a lot of time teaching the respondents the understandings of these terminologies before they could provide responses. Furthermore, as a result of the revision of the data collection tool which was done after enumerating Eastern Province, there was data that was collected in the rest of the provinces that was not collected for Eastern Province.

As with most quantitative research, the census was prone to recall biases as some of the activities of cooperatives were done way before the time of enumeration. With poor record

keeping by most of the FCs, it became difficult to validate some of the information provided. To be able to work around this concern the research team recommended that when interviewing a cooperative one person in addition to the primary responded is involved so that they help with situations where the primary responded cannot fully recall information. The Research Team also requested to see the cooperatives documents such as by-laws and financial or management reports. The by-laws provided useful information such as the interest rates charged, governance of the cooperative and many other useful information.

2. FINDINGS

The analysis in this report is based on the information collected from provinces all ten provinces. The financial cooperative was the unit of analysis. Even then the census was able to capture some individual level data of members of the cooperative such as levels of education, gender and economic activities. For purposes of quality, the census process started with a pilot phase which was conducted in Eastern province. Thereafter the data collection activities were extended to the rest of the provinces following adjustments in the questionnaire. This gave the research team an opportunity to refine the tools to ensure all relevant questions were included and consistent checks implemented.

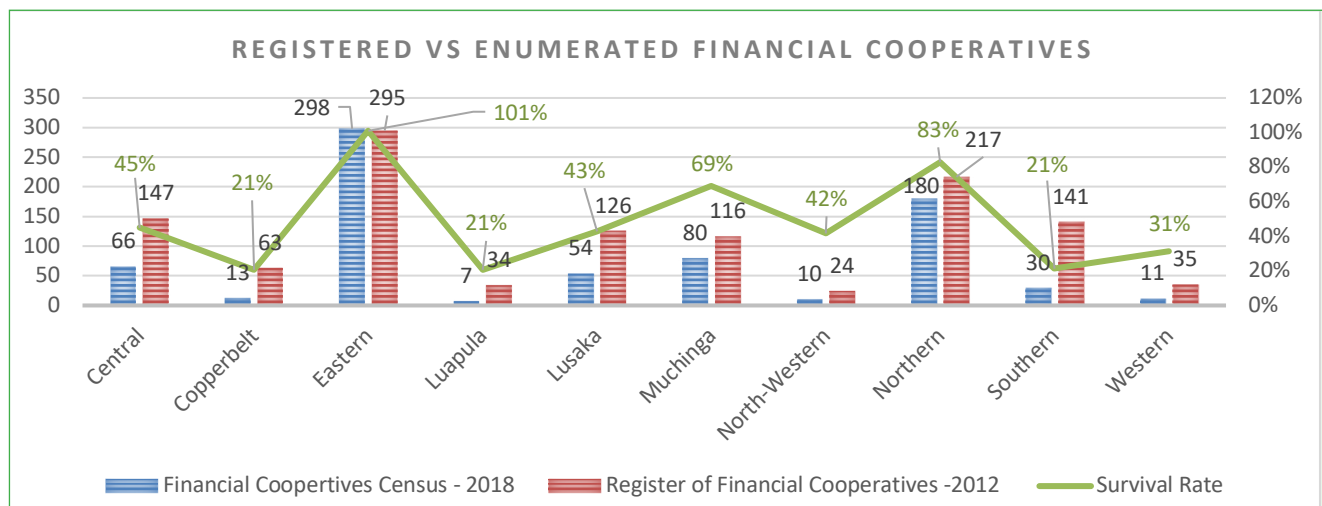
2.1 Distribution of Financial Cooperatives

In total the census enumerated 749 cooperatives, majority of which were in Eastern Province which accounted for 40%. This number is less than 1, 198 which is reflected as the total number of registered cooperatives in Zambia with the Registrar of Cooperatives. The difference could be because some cooperatives were not active even if they were registered and appearing on

the national register. Interestingly about 6% of cooperatives registered between 1950 and 1969 are still in existence. Approximately 40% of the cooperatives were found as having been registered between 2013 and 2018 but were not appearing in the national register. This indicates that there were a lot of gaps in the national register and this census was a timely activity to close such gaps.

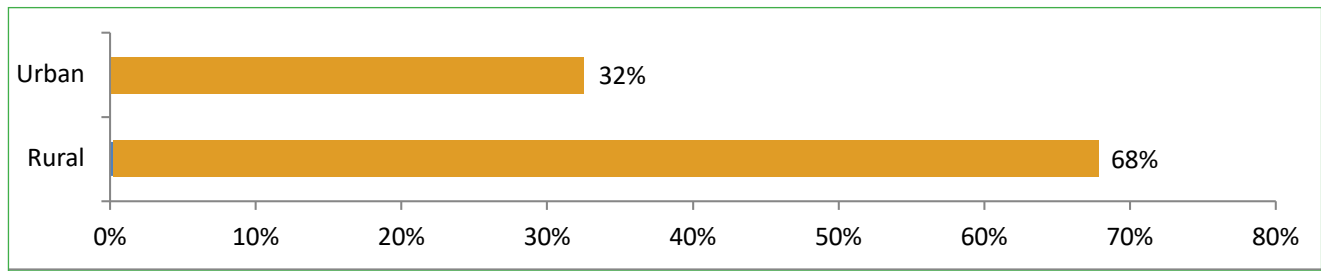
The least number of FCs were from Luapula province which accounted for 1% of the total FCs enumerated. Luapula province also had the lowest representation of cooperatives according to the 2012 national register. A significant number of cooperatives no longer exist in most of the provinces even though they were on the national register. This further indicates the fact that the national register is not up to date. In Eastern province the number of cooperatives found matched with what was on the national register. On the other hand, only 20% and 6% of cooperatives in Southern and Copperbelt provinces respectively matched with what was in the national register. FCs were more concentrated in the rural areas compared to the urban areas.

Figure 1: Distribution of FCs by province



Source: Authors computation from the Census of FCs

Figure 2: Distribution of Cooperatives by Region



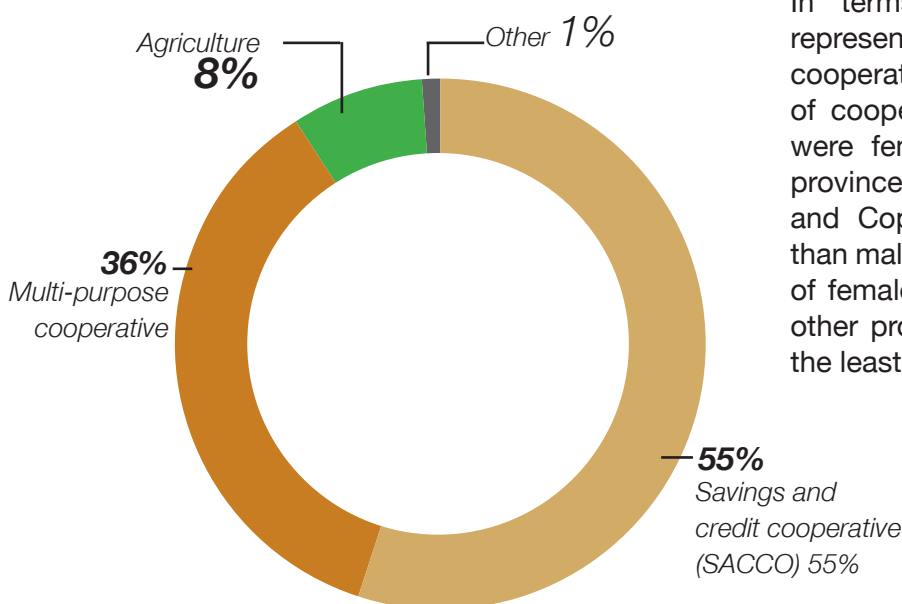
Source: Authors computation from the Census of FCs

2.2 Registration Type of Cooperatives

The census established that although cooperatives were operating as FCs, not all of them were registered as such. For the census purposes a cooperative was considered a FC if savings and credit was the cooperative’s main activity. This means that even if the certificate of registration suggested otherwise, cooperatives were classified as FCs if savings and credit were their main activity.

In this regard approximately 55% of cooperatives were registered as Savings and Credit Cooperatives (SACCOSs) while a significant proportion of 36% were registered as multi-purpose cooperatives even if they provided financial services. Approximately 8% were registered as agriculture cooperatives even if they provided financial services.

Figure 3: Financial Cooperatives by registration type



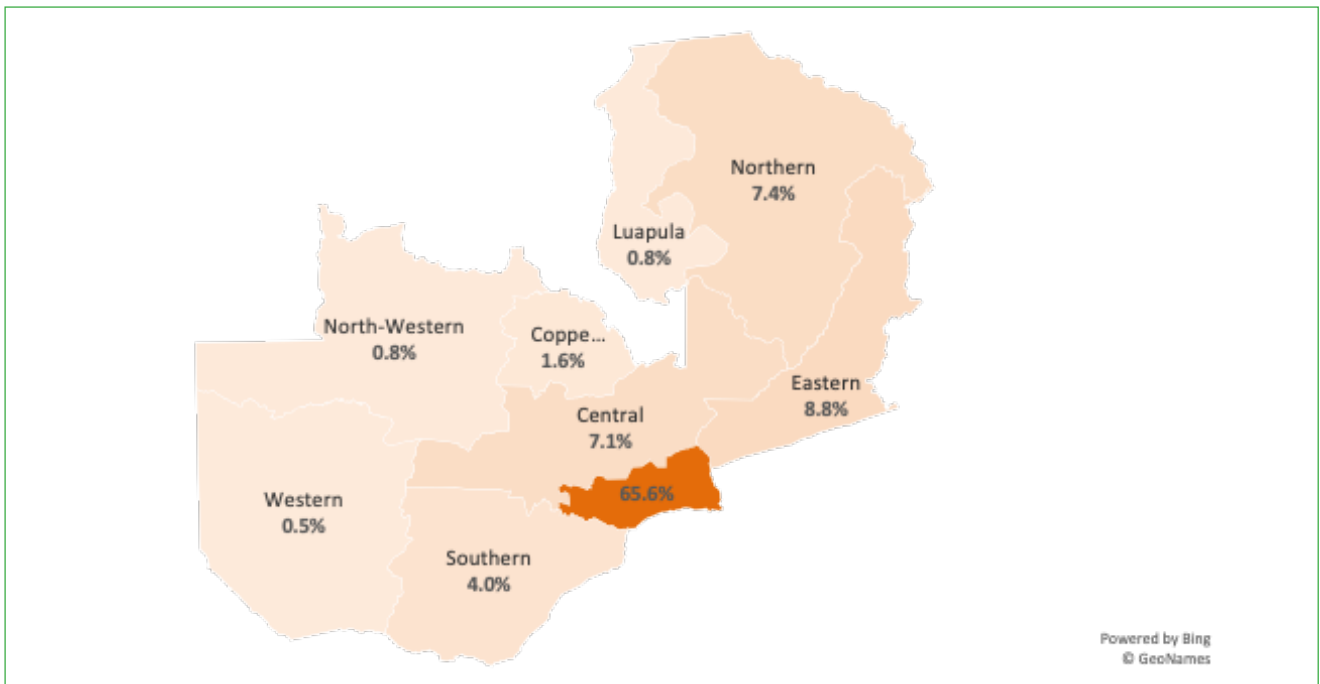
Source: Authors computation from the Census of FCs

2.3 Demographics of Financial Cooperatives

There was a total of 93, 036 members in the 749 cooperatives enumerated. Lusaka province alone accounted for 66% of the membership to cooperatives despite only accounting for 12% of the total cooperatives enumerated. One of the reasons for this trend is because Lusaka had some of the biggest cooperatives such as the Zambia Police Thrift and Credit Cooperative with a reported membership of 18, 000. The census showed that about 286 or 38% of the cooperatives had membership below 30. About 178 or 43% of cooperatives with less than 30 members were registered as SACCOSs. The census observed that it is difficult for certain cooperatives to meet the legal requirements of at least 30 people before setting up SACCO registration. It seems however that MCTI has in some cases relaxed this requirement or the membership of FCs has diminished over time.

In terms of gender, there was an equal representation of males and females in cooperatives enumerated. Approximately 50.2% of cooperative members were males, the rest were females. At the provincial level, all the provinces with the exception of Southern, Central and Copperbelt provinces had more females than males. Muchinga had the largest proportion of females in cooperatives compared to all the other provinces while Copperbelt province had the least number of females.

Figure 4: Membership of Cooperatives by Province

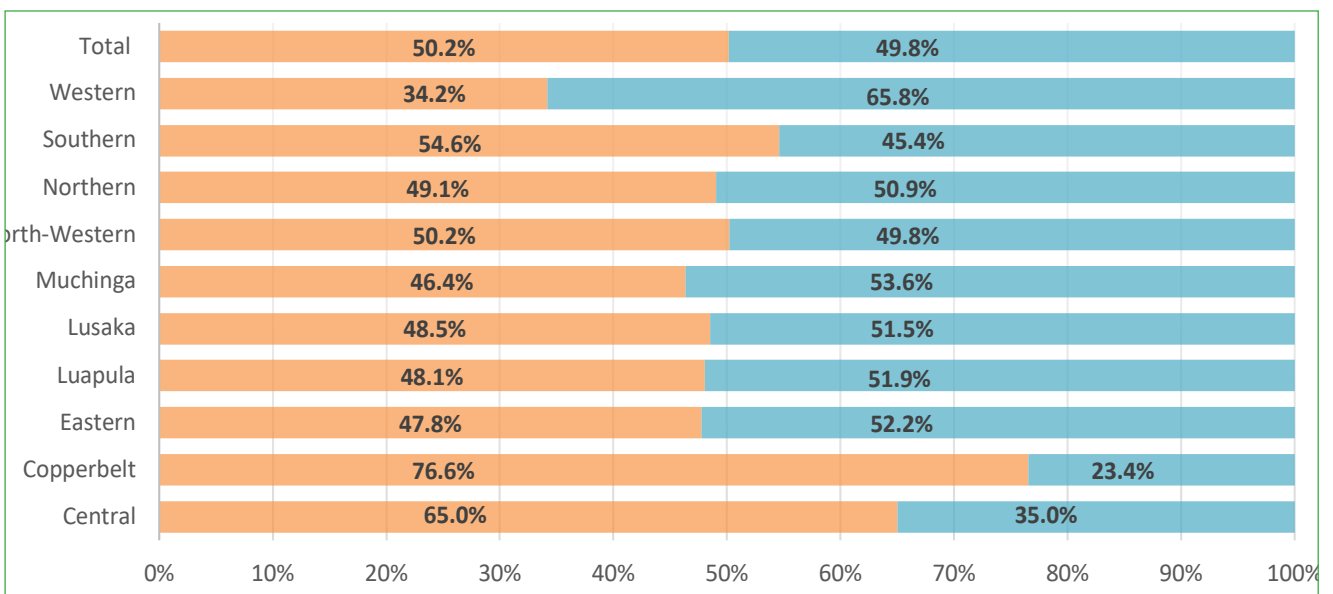


Source: Authors computation from the Census of FCs

Most members of the Cooperatives lived in the same area and this was the common bond that led to the formation of the cooperative. This is intuitive as cooperatives tend to be formed on the principle of honesty, openness and persons are united voluntarily. Thus, people who usually live in the same area, know and trust each other are likely to form one cooperative. Another observation as per cooperative principles was that membership was voluntary and open to

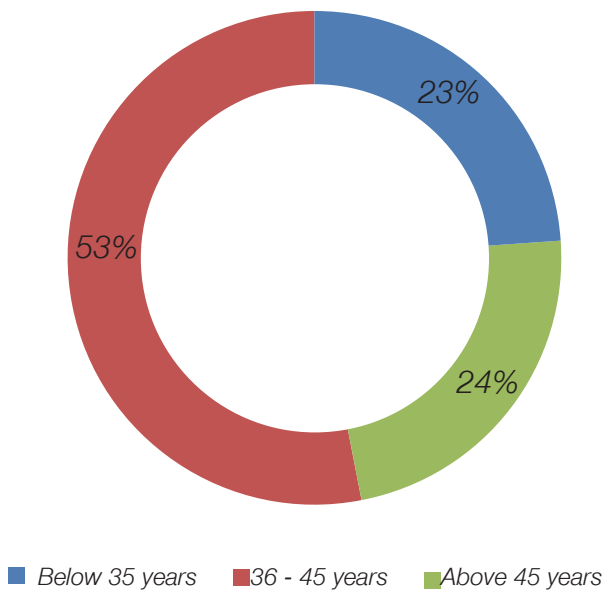
anyone. However, open membership does not mean any random person can join the cooperative but that cooperatives do not discriminate membership based on religion, gender, racial or political affiliation. Approximately 23% of the total cooperatives' membership was between the age of 15 and 35 years, which is a significant representation. However, the majority, (53%) were above the age of 45.

Figure 5: Membership of Cooperatives by Sex



Source: Authors computation from the Census of FCs

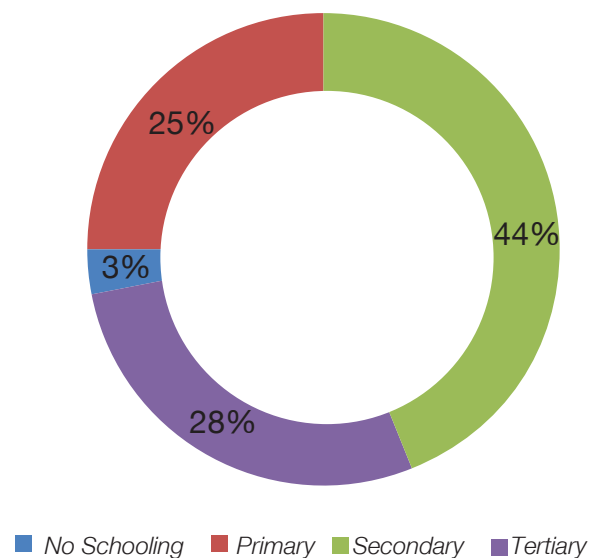
Figure 6: Age distribution of the Cooperative members



Source: Authors computation from the Census of FCs

In terms of educational attainment, 44% of the cooperative members had attained secondary education, 28% had attained tertiary education and 25% had acquired primary education while 3% had no schooling as shown in Figure 8 below. There are a number of cooperative members that were retired civil servants such as teachers, health personnel and others.

Figure 7: Highest level of education attained by Cooperative members



Source: Authors computation from the Census of FCs

2.4 Services Provided by Financial Cooperatives

The census found that the main services offered by cooperatives to members are facilitation of savings, credit extension and training. Approximately 61% of the FCs reported offering training as one of their services while 32% of cooperatives provided savings and credit services to non-members and only 5% reported providing insurance services. The high number of FCs offering training to the members notwithstanding, the FCs had poor financial management skills and lacked understanding of basic concepts as will be shown later.

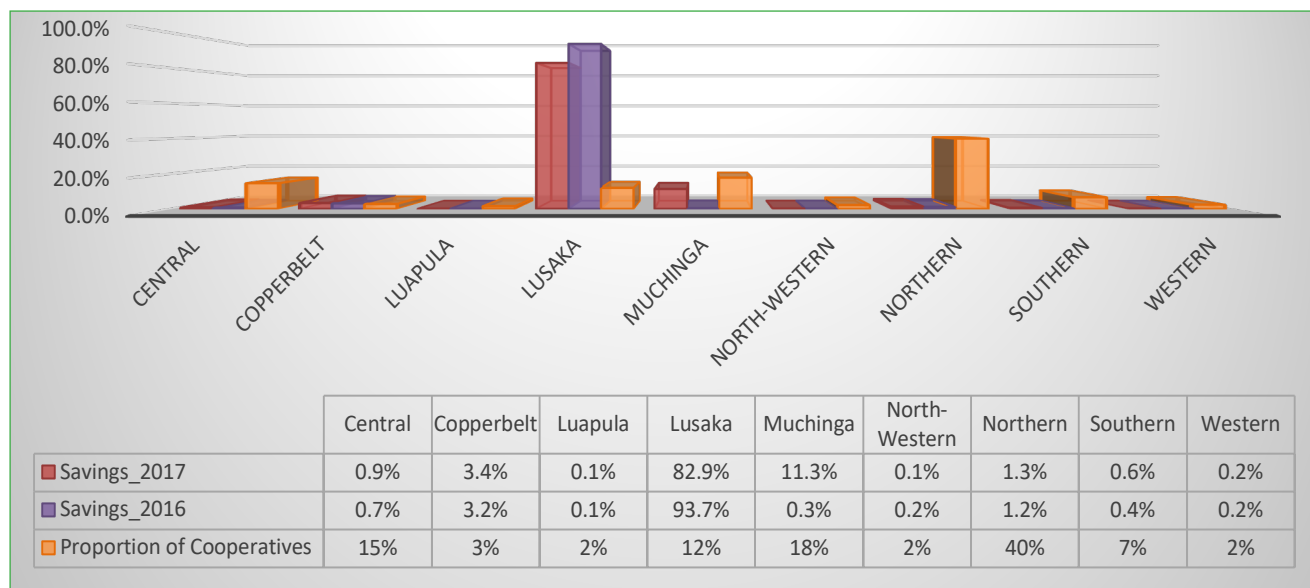
A total of 506 cooperatives, representing 67% reported had an active savings account in the last twelve months prior to the census while 33% did not have. The Cooperatives with dormant savings accounts cited difficulties in mobilizing savings from the members as the main reason. In terms of the modes of saving, members could either deposit directly into the cooperatives account or give cash to the treasurer on specified meeting dates which money is then lent out to other members. It was observed that most cooperatives, especially the ones in the rural areas were operating more like Saving Groups (Accumulating Savings and Credit Associations) than SACCOs.

2.5 Size of Savings and Shares of Financial Cooperatives

A general observation during the census was that a number of cooperatives had difficulties differentiating between savings and shares and in most cases treated the two as synonymous. As a result, there were wide variations in terms of the shares of cooperatives reported by the cooperatives. The average share value reported was K64, 998, but the median was K100 which shows that most Cooperatives have low share capital values. The smallest share capital value was K1 while the largest was K44.5 million. FCs in the 95th percentile had a mean share capital value of K10, 000. This shows that majority of the FCs have very low share capital values. The average total number of shares reported was 66,857 while the median was 400.

The total savings across all cooperatives were K140 million in 2017 and K115 million in 2016, representing a 22% increase. A total of K73

Figure 8: Distribution of Savings by Province*

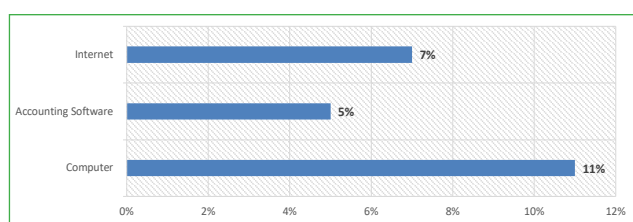


Source: Authors computation from the Census of FCs *Excludes Savings from Eastern Province

million in 2017 was reported to have been lent out, representing 52% of the savings in the same year. Among cooperatives originally registered as SACCOs, only 17% of the total savings for 2017 estimated at K19 million was lent out. Most cooperatives were only lending once a year for members to buy agricultural inputs. Interestingly, the savings are disproportionately distributed across provinces. Lusaka accounted for over 83% of the savings in both 2017 despite only accounting for 12% of the total cooperatives. On the other hand, Northern Province which had one of the largest numbers of Cooperatives accounted for less than 1.3% of total savings.

Beyond the savings, the census was interested in establishing the asset base of the cooperatives such as land, buildings, machinery and other assets. About 28% of cooperatives owned land while 18% owned buildings. About 9% owned machinery and 57% owned various other assets such as livestock.

Figure 9: Usage of ICT by FCs



Source: Authors computation from the Census of FCs

2.6 Operational Capacity of Financial Cooperatives

The census was also interested in establishing the capacity of cooperatives to manage the cooperatives as business entities. Cooperatives were asked questions on employment created, financial accounts management and the use of Information Communication Technology (ICT). Approximately 16% of the FCs had employees dedicated to the daily management of the cooperative affairs. These employees would include a manager, accountant, and cashier in some cases or sales person for cooperatives selling merchandise. A total of 11,315 full time staff were employed by Cooperatives across the country while a total 153 were employed on part-time basis.

The level of sophistication of a cooperative can also be reflected in the use of current technological advancements such as ICT. However, only 48 cooperatives owned a computer while 32 used the internet. Another 23 used some computer-based accounting software. About 40% of the cooperatives that owned a computer are from Lusaka, further reinforcing the evidence that cooperatives in urban areas tend to be stronger and better organized. Lusaka also had the most cooperatives with accounting software.

3. DISCUSSION

This report has presented the results of the census of FCs which is the first to be conducted in Zambia. The census was necessitated by the dearth of information about FCs which in other countries remain an important channel for increasing financial inclusion especially for people in rural areas. As the Government seeks to revive FCs, this report presents unique evidence that provides a basis for other stakeholders to participate in various promotional activities.

The census finds that majority of cooperatives are found in Eastern Province. Although it is not clear how, anecdotal evidence suggests that some NGOs have in the past promoted the set-up of FCs in this region. However, Eastern Province is not among the better performing provinces as far as FCs are concerned. This means that while it is important to promote establishment of cooperatives there should be follow up support to ensure they do not remain redundant. In future it is hoped that support to FCs will be accompanied with other capacity building initiatives.

The distribution of FCs also seems to be biased towards rural areas compared to urban areas. This is because they provide an easier, convenient and sometimes only source of financial services for the individuals in the rural areas. Urban areas by intuition would not need FC as much as rural dwellers since they have access to more formal financial institutions. Nonetheless, the few urban FCs such as Care Coop, Police Thrift, among others, have transformed into very large financial institutions. This growth however, has had limited impact on motivating other organizations to form cooperatives. This has been attributed to lack of promotion of the FCs as a potential source of financial intermediation and independence for workers. Salary-based financial intermediation has instead grown in the urban areas with both banks and micro-finance institutions playing a major role.

The census also established that on average,

urban FCs tend to have more members than their rural counterparts. Registration of FCs especially in the rural areas has worked well for the farmers because they have used their status to benefit from other interventions such as Farmer Input Support Program (FISP). As a result, the FCs are not keen to increase members beyond what is currently prevailing. The explanation they give is that larger FCs may disadvantage members from participating in other programs. Thus, they are practicing a form of closed shop system. The implication of this is that the FCs do not have the capacity to mobilize large amounts of savings to enable members benefit from accessing reasonable amounts of loans.

Interestingly, the census found almost equal representation between male and female participation. This is in contrast to SGs which tend to have more females compared to males. One of the reasons for this trend is that FCs provides basic financial services which is attractive to women but is also more formal and can provide more advanced financial services than SGs. Additionally, a significant proportion of participants were young persons which indicate that they too are being reached through this alternative to financial inclusion. Additionally, this is an indication that there is scope to promote FCs among the youth.

Not all the FCs operating at the time of the census were registered as such. Some were registered as multi-purpose cooperatives and some as agricultural cooperatives. While this indicates that financial services have emerged as a major need for some cooperatives and have become a major activity of the Cooperatives, it also highlights the limited monitoring and regulation that might result from this as the Cooperatives fall outside the Savings and Credit Cooperatives which have a slightly differentiated regulation from the other Cooperatives. Some of the reasons for the observed trend include that some cooperatives opted to register as multi-purpose cooperatives as they felt it would allow

them to operate activities other than savings and credit.

Another reason is that registering a SACCO requires a minimum number of 30 people while a multi-purpose only requires 10. The requirement therefore means that even if the members initially wanted to register a SACCO, they would instead register a multi-purpose cooperative but operate savings and credit as the main activities. There were also a number of agricultural cooperatives that had savings and credit as the main activity of the cooperative. Most of these agricultural cooperatives saved and lent to each other as a way of mobilizing resources that members can use to purchase agricultural inputs and operate income generating activities. The Department of Cooperatives should therefore extend the inspection (monitoring, regulation) and training of Cooperatives that may be operating savings and loans but are not registered as SACCOs. Financial services are important for all forms of Cooperatives and should therefore be encouraged and promoted as they contribute to building stronger and resilient Cooperatives.

The census found that although FCs exist to provide credit to members as one of the key functions, most of them were not doing so. Thus, the majority of FCs remained as saving hubs without lending out much. This means

that their resources could not grow enough. One of the challenges observed was the clear lack of business development skills among the members that would enable them borrow money and invest in income generating activities. The other challenge observed was that despite people coming together to mobilise resources, it was quite rare to see Cooperatives operate joint investments and in cases where this occurred, numerous conflicts among members ensued while others had cases in the courts of law. However, it is impressive to learn how bigger cooperatives in urban areas and especially Lusaka are using all the avenues of the cooperative. Participating in credit should be encouraged if cooperatives are to grow their resources.

The low use of ICTs by most cooperatives is a source of concern given the rate at which financial services are being transformed due to ICTs. Cooperatives that are not able to use ICT deny their members of an opportunity to experience the convenience that comes with adopting modern technology in the provision of financial services. It is important that capacity to utilize ICTs is built for financial cooperatives no matter how small they may be. Similarly, cooperatives need to embrace mobile money technology which can make easier the processes of transacting among members and beyond the cooperative.

4. CONCLUSION AND RECOMMENDATIONS

This census of Financial Cooperatives (FCs) in Zambia has demonstrated that little is known about financial cooperatives in Zambia. Although there appears to be a number of FCs registered by the Department of Cooperatives, most of them are very small, mostly inactive and non-viable. However, the performance of the few elite work-based FCs demonstrates the potential that the sector has as a complementary vehicle for increasing financial inclusion and intermediation in Zambia. In order to enhance the role of FCs in Zambia the following are some of the key points of action based on the findings of the census:

- i. Lack of information about FCs indicates that there has been no sensitization at various levels. The statistics that this census has presented should aid the Government in planning for the sensitization and knowledge sharing regarding FCs in all the areas where they are present as demonstrated. The Government should take lead in FC public sensitization and promotion programs with support from NASCU and other relevant stakeholders such as the Bank of Zambia's Financial Sector Development program and MCTI's Department of Cooperatives. This will create awareness about FCs. Such a program should have an inbuilt monitoring and evaluation mechanism to track progress.
- ii. In order to have a vibrant movement of financial cooperatives, the Government needs to invest sufficiently in data generation. Using this census as a baseline, the Government should come up with a program of collecting periodical

data on financial cooperatives in order to monitor progress. This census should also be used as the first resource in building an updated data base of financial cooperatives in Zambia that are traceable. Further, the collection of information on financial cooperatives should be included in the FINSCOPE.

- iii. There is need to train people on the proper modalities for managing FCs in order for them to be sustainable. This can be done by developing a good practice manual that is tailor made and translated into various local languages that can be used by FCs. This calls for the Government to invest in capacity building especially for Cooperatives Officers in MCTI on the operations of FCs as the focus in the past has mainly been on agricultural cooperatives. Cooperative Officers need training on FCs. Capacity building should be extended to the apex body NASCU for it to be able to provide adequate support to cooperatives.
- iv. There is need to encourage all cooperatives engaging in savings and credit as a main activity to register as SACCOs. The census enumerated a huge proportion of cooperatives which were not registered as SACCOs, 45% of cooperatives enumerated were not registered as SACCOs even though they were engaging in savings and credit as their main activity. Registration of these cooperatives as SACCOs is important as it allows for them to be targeted with the appropriate support to enhance their operations.

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APPENDIX 1

QUESTIONNAIRE

**SURVEY OF FINANCIAL
COOPERATIVES ZAMBIA**

2018

INTRODUCTION

Good Morning/Afternoon,

My name is___, I am working for the Zambia Institute for Policy Analysis and Research (ZIPAR) which is a research institution based in Lusaka. ZIPAR is working with the Ministry of Commerce, Trade and Industry- Department of Cooperatives. We are undertaking a survey of Financial Cooperatives to understand the performance as well as challenges being faced by the cooperatives. The information you will provide will help in promoting financial cooperatives in Zambia.

I wish to assure you that the information you supply is and will be kept strictly confidential. It will be published in aggregate form only. ZIPAR will not publish information obtained from this survey that relates to any identifiable business.

Thank you sincerely for your participation.

BACKGROUND INFORMATION

| | |
|--|---|
| NAME OF INTERVIEWER | |
| DATE OF INTERVIEW | |
| NAME OF COOPERATIVE | |
| DATE OF REGISTRATION | |
| DISTANCE TO CENTRAL BUSINESS DISTRICT (KM) | |
| PHYSICAL ADDRESS/LOCATION | |
| PROVINCE | |
| DISTRICT | |
| CONSTITUENCY | |
| WARD | |
| NAME OF RESPONDENT | |
| SEX | 01- MALE 02- FEMALE |
| AGE AS AT LAST BIRTHDAY | |
| EDUCATION ATTAINMENT (RESPONDENT) | 01- NONE 02- PRIMARY 03- SECONDARY 04- TERTIARY |
| MEMBERSHIP | TOTAL MEMBERSHIP NUMBER OF MALES NUMBER OF FEMALES AGE DISTRIBUTION BETWEEN 15-35 YEARS BETWEEN 36-45 YEARS ABOVE 45 YEARS EDUCATION ATTAINMENT (FOR EACH MEMBER) NONE PRIMARY SECONDARY TERTIARY |
| POSITION IN THE COOPERATIVE | |
| CONTACT DETAILS | CELL 1: EMAIL: CELL 2: |

| SECTION A: INFORMATION ON THE COOPERATIVE | CODE NUMBER |
|---|-------------|
| <p>01- IS THE COOPERATIVE REGISTERED AS A SAVINGS AND CREDIT COOPERATIVE UNDER THE REGISTRAR OF COOPERATIVES?</p> <p>01- YES</p> <p>02- NO</p> | |
| <p>02- WHICH OF THESE SERVICES DOES THE COOPERATIVE PROVIDE? (SELECT ALL THAT APPLY)</p> <p>01- SAVINGS</p> <p>02- LOANS</p> <p>03- AGRICULTURAL MARKETING</p> <p>04- ACCESS TO AGRICULTURAL INPUT</p> <p>05- OTHER,</p> <p>06- SPECIFY:_____</p> | |
| <p>03- WHAT TYPE OF REGISTRATION DOES THE COOPERATIVE HAVE?</p> <p>01- SAVINGS AND CREDIT COOPERATIVE(SACCO)</p> <p>02- MULTI-PURPOSE COOPERATIVE</p> <p>03- AGRICULTURE COOPERATIVE</p> <p>04- HOUSING COOPERATIVE</p> <p>05- OTHER,</p> <p>06- SPECIFY:_____</p> | |
| <p>04- WHICH OF THESE ARE TRUE ABOUT THE COOPERATIVE? (SELECT ALL THAT APPLY)</p> <p>01- MEMBERS WORK IN THE SAME ORGANISATION</p> <p>02- MEMBERS LIVE IN THE SAME AREA</p> <p>03- MEMBERS CONDUCT SIMILAR BUSINESSES</p> <p>04- MEMBERS WORK IN SIMILAR ORGANISATIONS</p> <p>05- MEMBERSHIP IS OPEN TO ANY ONE</p> <p>06- OTHER,</p> <p>07- SPECIFY:_____</p> | |
| | |

| SECTION B: FEATURES OF THE COOPERATIVE | CODE NUMBER |
|--|-------------|
| <p>05- WHAT SERVICES ARE OFFERED BY THE COOPERATIVE? (SELECT ALL THAT APPLY)</p> <p>01- SAVINGS AND CREDIT TO MEMBERS</p> <p>02- TRAINING TO MEMBERS</p> <p>03- SAVINGS AND CREDIT TO NON MEMBERS</p> <p>04- INSURANCE</p> <p>05- OTHER: _____</p> <p>06- (SPECIFY)</p> | |
| <p>06- DOES THE COOPERATIVE HAVE A SAVINGS ACCOUNT?</p> <p>01- YES>>>SKIP TO Q08</p> <p>02- NO</p> | |
| <p>07- WHY DON'T YOU HAVE A SAVINGS ACCOUNT?</p> <p>01- DIFFICULTIES IN MOBILISING SAVINGS FROM MEMBERS</p> <p>02- COOPERATIVE HAS OTHER PRIORITIES TO Q10</p> <p>03- OTHER: _____</p> <p>04- (SPECIFY)</p> | SKIP |
| <p>08- HAS THE SAVINGS ACCOUNT FOR THE COOPERATIVE BEEN ACTIVE IN THE LAST TWELVE MONTHS?</p> <p>01- YES>>>SKIP TO Q10</p> <p>02- NO</p> | |
| <p>09- WHY IS IT DORMANT?</p> <p>01- DIFFICULTIES IN MOBILISING SAVINGS FROM MEMBERS</p> <p>02- COOPERATIVE HAS OTHER PRIORITIES</p> <p>03- OTHER,</p> <p>04- SPECIFY: _____</p> | |
| <p>10-WHAT IS THE COOPERATIVE SHARE CAPITAL VALUE (VALUE OF A SHARE)?</p> <p>AMOUNT:.....</p> | |
| <p>11- CAN THE SHARES BE WITHDRAWN?</p> <p>01- YES</p> <p>02- NO</p> | |
| <p>12- WHAT ARE THE MINIMUM SHARES REQUIRED PER MEMBER?</p> <p>NUMBER:.....</p> | |
| <p>13- WHAT IS THE TOTAL NUMBER OF SHARES OF THE COOPERATIVE?</p> <p>NUMBER:</p> | |

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| <p>14- HOW ARE THE SHARES PAID TO THE COOPERATIVE? (SELECT ALL THAT APPLY)</p> <p>01- CASH (BANK) DEPOSITS</p> <p>02- CASH TO COOPERATIVE</p> <p>03- DEDUCTIONS FROM MEMBERS ACCOUNTS</p> <p>04- DEDUCTION THROUGH PAYROLL</p> <p>05- BANK TRANSFER BY MEMBERS</p> <p>06- OTHER</p> <p>07- SPECIFY:_____</p> | |
| <p>15- ARE THE MEMBERS REQUIRED TO SAVE MONEY OTHER THAN THROUGH THE SHARE CAPITAL CONTRIBUTION?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q21</p> | |
| <p>16- WHAT KIND OF SAVINGS PRODUCTS DO YOU HAVE?</p> <p>01- ORDINARY (INDICATE INTEREST RATE IF YES)</p> <p>02- HOLIDAY (INDICATE INTEREST RATE IF YES)</p> <p>03- EDUCATION (INDICATE INTEREST RATE IF YES)</p> <p>04- BUILDING (INDICATE INTEREST RATE IF YES)</p> <p>05- OTHER</p> <p>06- SPECIFY:_____ (INDICATE INTEREST RATE IF YES)</p> | |
| <p>17- WHAT IS THE AVERAGE MINIMUM SAVINGS ALLOWED PER MEMBER?</p> <p>MINIMUM AMOUNT:_____</p> | |
| <p>18- HOW OFTEN CAN A MEMBER MAKE A WITHDRAWAL IN A MONTH?</p> <p>01- LIMITLESS</p> <p>02- ONCE</p> <p>03- TWICE</p> <p>04- OTHER</p> <p>05- SPECIFY:_____</p> | |
| <p>19-WHAT IS THE MINIMUM BALANCE ALLOWED IN A SAVINGS ACCOUNT?</p> <p>AMOUNT:_____</p> | |

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| <p>20- HOW ARE SAVINGS PAID TO THE COOPERATIVE? <i>(SELECT ALL THAT APPLY)</i></p> <p>01- CASH (BANK) DEPOSITS</p> <p>02- CASH TO COOPERATIVE</p> <p>03- DEDUCTIONS FROM MEMBERS BANK ACCOUNTS</p> <p>04- DEDUCTION THROUGH PAYROLL</p> <p>05- BANK TRANSFER BY MEMBERS</p> <p>06- OTHER</p> <p>07- SPECIFY: _____</p> | |
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| SECTION C: COOPERATIVE PERFORMANCE | CODE NUMBER |
|---|-------------|
| <p>21- DOES THE COOPERATIVE HAVE AUDITED FINANCIAL REPORTS? (PLEASE GIVE US A COPY IF YOU DO)</p> <p>01- YES>>>SKIP TO Q23</p> <p>02- NO</p> | |
| <p>22- WHY DO YOU NOT HAVE AUDITED FINANCIAL REPORTS? <i>(SELECT ALL THAT APPLY)</i></p> <p>01- THERE IS NO NEED</p> <p>02- IT IS COSTLY TO GET FINANCIAL REPORTS</p> <p>03- OTHER,</p> <p>04- SPECIFY: _____</p> | |
| <p>23- FROM WHICH FINANCIAL YEAR DO YOU HAVE THE MOST RECENT AUDITED FINANCIAL REPORTS?</p> <p>01-2017</p> <p>02-2016</p> <p>03-2015</p> <p>04-2014</p> <p>05-2013</p> <p>06- OTHER,</p> <p>07- SPECIFY: _____</p> | |

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| <p>24- DOES THE COOPERATIVE HAVE MANAGEMENT ACCOUNT REPORTS? (PLEASE GIVE US A COPY IF YOU DO)</p> <p>03- YES>>>SKIP Q26</p> <p>04- NO</p> | |
| <p>25- WHY DO YOU NOT HAVE MANAGEMENT ACCOUNT REPORTS? (SELECT ALL THAT APPLY)</p> <p>01- THERE IS NO NEED</p> <p>02- DO NOT HAVE THE CAPACITY TO GENERATE REPORTS</p> <p>03- IT IS COSTLY TO GET MANAGEMENT REPORTS</p> <p>04- OTHER,</p> <p>05- SPECIFY:_____</p> | |
| <p>26- FROM WHICH FINANCIAL YEAR DO YOU HAVE THE MOST RECENT MANAGEMENT ACCOUNT REPORTS?</p> <p>01-2017</p> <p>02-2016</p> <p>03-2015</p> <p>04-2014</p> <p>05-2013</p> <p>06- OTHER,</p> <p>07- SPECIFY:___</p> | |
| <p>27- IN WHICH MONTH DOES YOUR COOPERATIVE'S FINANCIAL YEAR END?</p> <p>01- JANUARY</p> <p>02- FEBRUARY</p> <p>03- MARCH</p> <p>04- APRIL</p> <p>05- MAY</p> <p>06- JUNE</p> <p>07- JULY</p> <p>08- AUGUST</p> <p>09- SEPTEMBER</p> <p>10- OCTOBER</p> <p>11- NOVEMBER</p> <p>12- DECEMBER</p> | |

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| <p>28- PLEASE PROVIDE THE FOLLOWING INFORMATION</p> <p>01- TOTAL AMOUNT IN SAVINGS OF THE COOPERATIVE IN 2017</p> <p>02- TOTAL AMOUNT IN SAVINGS OF THE COOPERATIVE IN 2016</p> <p>03- TOTAL AMOUNT IN LOANS GIVEN OUT TO MEMBERS IN 2017</p> <p>04- TOTAL AMOUNT IN LOANS GIVEN OUT TO MEMBERS IN 2016</p> <p>05- TOTAL INCOME IN INTEREST EARNED IN 2017</p> <p>06- TOTAL INCOME IN INTEREST EARNED IN 2016</p> <p>07- TOTAL OTHER INCOME IN 2017</p> <p>08- TOTAL OTHER INCOME IN 2016</p> | |
| <p>29- COULD YOU PLEASE LIST ALL THE ASSETS THE COOPERATIVE OWNS AS WELL AS THE VALUE?</p> <ol style="list-style-type: none"> 1. DO YOU OWN LAND AS A COOPERATIVE? 2. WHAT WAS THE VALUE OF THE LAND IN 2017? 3. WHAT WAS THE VALUE OF THE LAND IN 2016? 4. DOES THE COOPERATIVE OWN BUILDINGS? 5. WHAT WAS THE VALUE OF THE BUILDING/S IN 2017? 6. WHAT WAS THE VALUE OF THE BUILDING/S IN 2016? 7. DOES THE COOPERATIVE OWN ANY MACHINERY/EQUIPMENT? 8. WHAT WAS THE VALUE OF THE MACHINERY/EQUIPMENT IN 2017? 9. WHAT WAS THE VALUE OF THE MACHINERY/EQUIPMENT IN 2016? 10. DOES THE COOPERATIVE OWN VEHICLE/S? 11. WHAT WAS THE VALUE OF THE VEHICLE/S IN 2017? 12. WHAT WAS THE VALUE OF THE VEHICLE/S IN 2016? 13. DOES THE COOPERATIVE OWN ANY OTHER ASSETS? 14. WHAT WAS THE VALUE OF OTHER ASSETS IN 2017? 15. WHAT WAS THE VALUE OF OTHER ASSETS IN 2016? | |
| <p>30- DOES THE COOPERATIVE PAY OUT DIVIDENDS?</p> <p>01- YES</p> <p>02- NO >>>Skip to Q36</p> | |
| <p>31- HOW OFTEN DO YOU PAY OUT DIVIDENDS?</p> <p>01- EVERY YEAR</p> <p>02- EVERY TWO YEARS</p> <p>03- OTHER,</p> <p>04- SPECIFY:_____</p> | |

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| <p>32- WHEN WAS THE LAST TIME YOU PAID OUT DIVIDENDS?</p> <p>YEAR.....</p> | |
| <p>33-WHAT WAS THE DIVIDEND PER SHARE?</p> <p>PERCENTAGE.....</p> | |
| <p>34- HOW MUCH WAS PAID OUT?</p> <p>TOTAL AMOUNT OF DIVIDENDS IN 2017.....</p> <p>TOTAL AMOUNT OF DIVIDENDS IN 2016.....</p> | |
| <p>35- WHICH OF THE FOLLOWING TYPES OF LOANS DOES THE COOPERATIVE OFFER?</p> <p>01- ORDINARY (PERSONAL) LOAN</p> <p>02- EDUCATION</p> <p>03- RENTAL, BUILDING</p> <p>04- EMERGENCY (SOFT LOAN)</p> <p>05- LAND PURCHASE</p> <p>06- HOME IMPROVEMENT</p> <p>07- AGRICULTURAL/COMMODITY</p> <p>08- CAR LOAN</p> <p>09- OTHER</p> <p>10-SPECIFY:_____</p> | |

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| <p>36- FOR EACH OF THE LOANS THAT THE COOPERATIVE OFFERS, PLEASE SPECIFY THE FEATURES OF THE LOAN?</p> <p style="text-align: right;">This</p> <p>01- INTEREST RATE..... question</p> <p>02- MAXIMUM LOAN REPYAMENT DURATION..... should</p> <p>01- MINIMUM AMOUNT ALLOWED..... combined</p> <p>02- MAXIMUM AMOUNT ALLOWED.....</p> <p>03- AVERAGE AMOUNTS BORROWED..... Q 35</p> <p>04- IS IT RATIO BASED? YES/NO..... be</p> <p>05- WHAT IS THE RATIO? inform of a</p> <p>06- IS IT COLLATERAL BASED?</p> <p>07- TYPE OF COLLATERAL.....</p> | <p>be</p> <p>with</p> <p>to</p> <p>table</p> |
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| <p>37- WHAT OTHER SOURCES OF INCOME DOES THE COOPERATIVE HAVE? (SELECT ALL THAT APPLY)</p> <p>01- RENTAL INCOME</p> <p>02- BONDS OR STOCKS</p> <p>03- INVESTMENTS IN LONG TERM PROJECTS(BUSINESS)</p> <p>04- FEES AND CHARGES</p> <p>05- OTHER</p> <p>06- SPECIFY:_____</p> | |
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| SECTION D: GOVERNANCE AND LEADERSHIP | CODE NUMBER |
|---|-------------|
| <p>38- DOES THE COOPERATIVE HAVE A BOARD?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q43</p> | |
| <p>39- WHAT IS THE COMPOSITION OF THE BOARD? (SELECT ALL THAT APPLY)</p> <p>01- CHAIRPERSON</p> <p>02- VICE CHAIRPERSON</p> <p>03- SECRETARY</p> <p>04- TREASURER</p> <p>05- OTHER</p> <p>06- SPECIFY: _____</p> | |
| <p>40- WHAT IS THE MAXIMUM TENURE OF THE BOARD MEMBERS?</p> <p>01- TWO TERMS OF ONE YEAR EACH</p> <p>02- TWO TERMS OF TWO YEARS EACH</p> <p>03- TWO TERMS OF THREE YEARS EACH</p> <p>04- NEVER EXPIRES</p> <p>05- OTHER _____</p> <p>06- SPECIFY</p> | |
| <p>41- HOW OFTEN DOES THE BOARD MEET?</p> <p>01- EVERY MONTH</p> <p>02- EVERY QUARTER</p> <p>03- ONCE A YEAR</p> <p>04- EVERY TWO YEARS</p> <p>05- OTHER, SPECIFY: _____</p> | |
| <p>42- HOW IS THE SELECTION PROCESS OF THE BOARD?</p> <p>01- ELECTIONS HELD BY THE COOPERATIVE</p> <p>02- BY APPOINTMENT</p> <p>03- OTHER _____</p> <p>04- (SPECIFY)</p> | |

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|---|--|
| <p>43- HOW FREQUENT DOES THE COOPERATIVE TRANSACT BUSINESS?</p> <p>01- DAILY</p> <p>02- ONCE A WEEK</p> <p>03- EVERY TWO WEEKS</p> <p>04- ONCE A MONTH</p> <p>05- NEVER</p> <p>06- OTHER</p> <p>07- SPECIFY: _____</p> | |
| <p>44- DOES THE COOPERATIVE CHARGE MEMBERSHIP FEE?</p> <p>01- YES</p> <p>02- NO >>>SKIP TO Q46</p> | |
| <p>45- HOW MUCH IS THE MEMBERSHIP FEE?</p> <p>AMOUNT.....</p> | |
| <p>46- HOW DOES THE COOPERATIVE HANDLE DEFAULTERS? (SELECT ALL THAT APPLY)</p> <p>01- PURSUE THE GUARANTOR</p> <p>02- GET COLLATERAL TO SETTLE OUTSTANDING LOANS</p> <p>03- TAKE THEM TO THE POLICE/LEGAL OPTIONS</p> <p>04- MEMBERSHIP IS TERMINATED</p> <p>05- SAVINGS FOR THE MEMBER</p> <p>06- OTHER</p> <p>07- SPECIFY: _____</p> | |
| <p>47- DOES THE COOPERATIVE HAVE BY-LAWS?</p> <p>01- YES >>>SKIP TO Q49</p> <p>02- NO</p> | |
| <p>48- WHY DOES THE COOPERATIVE NOT HAVE BY-LAWS?</p> <p>01- DO NOT KNOW HOW TO DEVELOP BY LAWS>>>SKIP TO Q50</p> <p>02- NO NEED>>>SKIP TO Q50</p> <p>03- OTHER>>>SKIP TO Q50</p> <p>04- (SPECIFY)>>>SKIP TO Q49</p> | |

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|---|--|
| <p>49- WHAT KEY ELEMENTS OF THE BY LAWS ARE THE MOST IMPORTANT FOR THE COOPERATIVE? (SELECT ALL THAT APPLY)</p> <p>01- SHARE VALUE</p> <p>02- ADMINISTRATION OF THE COOPERATIVE</p> <p>03- CONDITIONS FOR LOANS</p> <p>04- CONFLICT RESOLUTION</p> <p>05- OTHER</p> <p>06- SPECIFY:_____</p> | |
|---|--|

| SECTION E: OPERATIONAL CAPACITY | | CODE NUMBER |
|--|--|--------------------|
| <p>50- DO YOU HAVE EMPLOYEES DEDICATED TO THE DAY TO DAY MANAGEMENT OF THE COOPERATIVE?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q52</p> | | |
| <p>51- HOW MANY STAFF DOES THE COOPERATIVE HAVE?</p> <p>FULL TIME.....</p> <p>PART TIME.....</p> | | |
| <p>52- WHO MAINTAINS THE FINANCIAL ACCOUNTS OF THE COOPERATIVE?</p> <p>01- ORDINARY MEMBER</p> <p>02- BOARD MEMBER</p> <p>03- COOPERATIVE EMPLOYS AN ACCOUNTANT</p> <p>04- COOPERATIVE OUTSOURCES ACCOUNTING SERVICES</p> <p>05- NONE</p> <p>06- OTHER</p> <p>07- (SPECIFY)</p> | | |

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|--|--|
| <p>53- WHICH OF THE FOLLOWING INFORMATION COMMUNICATION TECHNOLOGY (ICT) DOES THE COOPERATIVE USE IN ITS OPERATIONS? (SELECT ALL THAT APPLY)</p> <p>01- COMPUTERS</p> <p>02- ACCOUNTING SOFTWARE</p> <p>03- INTERNET</p> <p>04- NONE</p> <p>05- OTHER,</p> <p>06- SPECIFY:_____</p> | |
| <p>54- WHAT SYSTEM DOES THE COOPERATIVE USE FOR ITS ACCOUNTING?</p> <p>01- ACCOUNTING SOFTWARE</p> <p>02- EXCEL TEMPLATE</p> <p>03- HARD COPY FINANCIAL RECORDS</p> <p>04- OTHER</p> <p>05- SPECIFY:_____</p> | |
| <p>55- DOES THE COOPERATIVE OFFER ANY OF THE FOLLOWING SERVICES?</p> <p>01- INTERNET BANKING</p> <p>02- MOBILE BANKING</p> <p>03- CHEQUES</p> <p>04- FRONT OFFICE SERVICES</p> | |
| <p>56- DOES THE COOPERATIVE HAVE AN OFFICE?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q58</p> | |
| <p>57- WHICH ONE IS TRUE ABOUT THE COOPERATIVE OFFICES?</p> <p>01- COOPERATIVE OWNS THE OFFICES</p> <p>02- COOPERATIVE IS RENTING THE OFFICE SPACE</p> <p>03- OTHER,</p> <p>04- SPECIFY:_____</p> | |

| SECTION F: ANY OTHER INFORMATION | CODE NUMBER |
|---|-------------|
| <p>58- WHY WAS THE COOPERATIVE FORMED? <i>(SELECT ALL THAT APPLY)</i></p> <p>01- LACK OF FINANCIAL SERVICES IN THE AREA</p> <p>02- FINANCIAL INSTITUTIONS NOT ATTRACTIVE</p> <p>03- DON'T HAVE ENOUGH MONEY OR COLLATERAL TO SAVE AND OBTAIN LOANS FROM FINANCIAL INSTITUTION</p> <p>04- COOPERATIVE OFFERS BETTER SERVICES THAN FINANCIAL INSTITUTION</p> <p>05- OTHER,</p> <p>06- SPECIFY: _____</p> | |
| <p>59- WHERE DID YOU REGISTER THE COOPERATIVE?</p> <p>01- DISTRICT OFFICE UNDER THE DEPARTMENT OF COOPERATIVES</p> <p>02- PROVINCIAL OFFICE UNDER THE DEPARTMENT OF COOPERATIVES</p> <p>03- OTHER,</p> <p>04- SPECIFY: _____</p> | |
| <p>60- DID YOU RECEIVE ANY ASSISTANCE FROM THE DEPARTMENT OF COOPERATIVES DURING THE REGISTRATION PROCESS?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q62</p> | |
| <p>61- WHAT KIND OF ASSISTANCE DID YOU RECEIVE? <i>(SELECT ALL THAT APPLY)</i></p> <p>01- TRAINING</p> <p>02- FILLING IN THE FORMS</p> <p>03- OTHER,</p> <p>04- SPECIFY: _____</p> | |
| <p>62- HOW DID YOU FIND THE REGISTRATION PROCESS?</p> <p>01- VERY EASY</p> <p>02- FAIRLY EASY</p> <p>03- VERY DIFFICULTY</p> <p>04- SOMEWHAT DIFFICULTY</p> <p>05- OTHER,</p> <p>06- SPECIFY: _____</p> | |

| | |
|---|--|
| <p>63- HOW EASY WAS IT FOR THE COOPERATIVE TO MEET THE REQUIREMENTS FOR THE REGISTRATION OF THE COOPERATIVE?</p> <p>01- VERY EASY</p> <p>02- FAIRLY EASY</p> <p>03- VERY DIFFICULTY</p> <p>04- SOMEWHAT DIFFICULTY</p> <p>05- OTHER,</p> <p>06- SPECIFY: _____</p> | |
| <p>64- WHAT IS THE REASON FOR YOUR ANSWER ABOVE?</p> <p>.....</p> <p>.....</p> <p>...</p> | |
| <p>65- DOES THE COOPERATIVE RECEIVE ANY FINANCIAL SUPPORT FROM GOVERNMENT?</p> <p>01- YES</p> <p>02- NO</p> | |
| <p>66- DOES THE COOPERATIVE RECEIVE ANY NON-FINANCIAL SUPPORT FROM GOVERNMENT?</p> <p>01- YES</p> <p>02- NO>>>SKIP TO Q68</p> | |
| <p>67- IF YES, WHAT TYPE OF SUPPORT HAS OR IS RECEIVED BY THE COOPERATIVE?</p> <p>01- ACCOUNTING TRAINING</p> <p>02- BUSINESS TRAINING</p> <p>03- OTHER(SPECIFY)</p> | |
| <p>68- COULD YOU RANK THE CHALLENGES FACED BY THE COOPERATIVE ON A SCALE OF 1 TO 5?(1 BEING THE LEAST CHALLENGING AND 5 THE MOST CHALLENGING)</p> | |

| CHALLENGE | RANKING |
|--|---------|
| MOBILISATION OF SAVINGS | |
| MANAGEMENT OF DEFAULTERS | |
| TRAINING IN ACCOUNTING FOR THE MANAGEMENT | |
| MOBILISATION OF MEMBERS | |
| LEGAL FRAMEWORK (POLICIES) | |
| OTHER | |
| SPECIFY | |
| 69- WHAT SERVICES DO YOU THINK ARE NEEDED TO IMPROVE AND GROW YOUR COOPERATIVE? (SELECT ALL THAT APPLY-DO NOT READ OUT THERE-SPONSES) 01- TRAINING IN RECORD KEEPING 02- SIMPLIFY REGISTRATION AND RENEWAL OF REGISTRATION 03- MORE SENSITIZATION ON BENEFITS OF COOPERATIVES 04- BUSINESS DEVELOPMENT SERVICES FOR MEMBERS 05- OTHER, 06- SPECIFY: _____ | |

| SECTION G: LIABILITIES | CODE NUMBER |
|--|-------------|
| 70- DID THE COOPERATIVE OBTAIN ANY LOAN OR DEBT IN THE LAST FOUR YEARS? 05- YES 06- NO (IF NO, END) | |
| 71- HOW MUCH WAS OBTAINED IN LOANS/DEBT? 01-2018 02-2017 03-2016 04-2015 | |

CONCLUSION: THANK YOU FOR YOUR TIME. THE INFORMATION YOU HAVE PROVIDED WILL BE TREATED AS CONFIDENTIAL. IS THERE ANY QUESTION THAT YOU WOULD LIKE TO ASK ME BEFORE I END THE INTERVIEW



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