



**Theme N 1**

**Acting for sustainability, for whom ?  
Covering the costs of products and  
services**

**CBDIBA-Benin**

**MAIN Seminar  
The levers of financial sustainability**

**A case study**

Antananarivo, October 2000

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## **I. PRESENTATION OF CBDIBA**

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The *Centre Béninois pour le Développement des Initiatives à Base* is a non-governmental organization created on September 13, 1990, under the law of July 1, 1901, officially recognized by the Interior and Territorial Security Ministry.

CBDIBA's purpose is to support farmer's organizations in their self-promotion and in particular women's groups. It supports 300 groupings in the Mono and Atlantique provinces. Starting in March, 2000, it was to support the Women's Groups in Atacora, Bourguou and Ouémé provinces, which will make a total of 500 Women's Groups.

Apart from supporting a network of credit and savings unions, CBDIBA also develops activities in the following areas: teaching literacy, supporting income-generating activities, legal assistance, environmental protection, hygiene, primary health care, nutrition and family planning.

## **II. STARTING UP THE CBDIBA SAVINGS AND LOAN NETWORK VIA THE SECAS**

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From the outset, CBDIBA has paid special attention to women's groups. At that time, CBDIBA did not have the means to support women financially, so it initiated a woman's awareness campaign so that they could mobilize their own resources, however scant. Workshops were organized to analyze the traditional means of mobilizing savings, such as the rotating savings and credit association, also known as *tontines*, for financing rural activities.

The workshops drew the conclusion that the best mobilization method were the tontines, as all women were familiar to the system. A few improvements were made and documents were created for efficient management. That was the start of the SECAs.

### **2.1 The SECA savings policy**

The SECA savings is characterized by a periodical outlay starting with 25 and ranging up to 100 CFA francs with a frequency of 8 to 13 days. After a year of experience, an analyse of results has led us to revise our figures. Today the outlay varies from 100 to 200 CFA francs, while the frequency has been maintained at one week, with one day set for collecting savings, decided by the SECA assembly (usually held at the premises of the Women's Group, with all the SECA members attending).

No SECA member can withdraw his savings before the end of the year. Each SECA sets a minimum amount of savings to be collected before granting loans to the members. Each member, in addition to his outlay, brings his individual savings and loan file where his documents are kept.

The SECAs apply an open-door policy. Anyone that is part of a Women's Group can join the SECA. Moreover, the inhabitants of a village who are not members of a Women's Group can join once they have fulfilled the membership requirements. Consequently, there are always more members in the SECA than in the Women's Group.

### **There are two forms of savings in the SECAs:**

- Fixed-term deposits recorded on a pink file consisting of the compulsory weekly outlay for all members of the SECA. This type of deposit, from which withdrawals may be made only at the end of the year, pays interest the amount of which is determined by the total volume of interest collected by the SECA, after deduction of the various reserves.
- Demand deposits (called *voluntary savings*) are recorded on yellow files; withdrawals may be made at any time, but no interest is paid. A member is free to open such an account and there is no required outlay.

### **2.2 The SECA credit policy**

Loans are made available to the members once the collected savings reaches an amount previously set by the SECA.

A loan granted to a member must not exceed three (3) times the savings deposited by him in the SECA. The duration of the loan varies from 3 to 6 months. The rate of interest on the loan is 25 francs per 1,000 francs per month, i.e. 60% per year. The amount lent to the member must not exceed three times his savings unless he calls on a guarantor who pledges his savings as collateral.

The rate of transfer from savings to credit nearly always reaches 100%. In other words, demand for credit is very often higher than the savings mobilized in the SECAs. That is why the CBDIBA supports their demand by granting small loans at 15% per year in order to bolster their working capital.

The distribution of interest collected from loans is done in the SECA at the end of the year as follows:

- 50 % is allocated to the Women's Group that created the SECA. From those funds, the Women's Group replenishes the different reserves and spends the remainder on the operations of the Women's Group;
- 40% is distributed in the form of interest on members' savings accounts;
- 5 to 10% is given as a bonus to the different member bodies of the SECA.

### **2.3 Directing and managing the SECA**

The SECA is a self-governing structure. The directors are members who take on the task of managing and promoting the system. The majority of the SECA members are women.

CBDIBA, as a support body, helps the SECAs in the areas of training and credit union management, and has ongoing overview via its co-ordinators, hired for that purpose.

The SECAs have the same structures as other savings and credit unions:

- General Assembly (Ordinary and Extraordinary), the highest decision-making body;
- The board of directors, comprising 5 to 7 members elected by the ordinary General Assembly of the Women's Group, called the Bureau by the women..
- A credit committee comprising 3 to 5 members who study the loan applications, handle the supervision of the loans and their collection;
- The monitoring committee, made up of 3 members who see to the proper management of the SECA.

The election of the members of the various bodies is done democratically based on a number of rigorous, well-defined criteria. In order to be elected, the candidate must:

- be of good moral standing;
- enjoy the trust of the people;

- be married with children;
- be well-known in the village;
- agree to work voluntarily for the smooth running of the structure.

The main administrative documents used are:

- the individual savings and loan files that indicate all the weekly deposits and the voluntary deposits (pink and yellow files) of each SECA member;
- the loan applications;
- a credit notebook in which are recorded all the loan operations;
- an expenditure notebook;
- an interest notebook, indicating the interest collected on the loans;
- a guestbook, in which the SECA visitors and the CBDIBA co-ordinators can mention their comments. Given the heavy mobilization of savings, the problems of securing funds had reached alarming proportions.

#### **2.4 Evolution of the system and its impact**

The system, while it has not been officially recognized because Benin has not passed the PARMEC law, has nevertheless developed spectacularly since it started in March, 1992. The reason behind this development is the flexible formula used, which does not impose too many conditions on membership. Another reason explaining the extensive use of the system by the population is that it is managed by members themselves who take their decisions democratically.

The following table describes the evolution of the system from its creation until December 31, 1999:

<b>year</b>	<b>number of groupings</b>	<b>savers</b>	<b>volume of savings</b>	<b>volume of credit</b>	<b>support from CBDIBA</b>	<b>interest received</b>
1992	33	1 485	2 077 000	1 950 000	-	655 000
1993	62	3 863	18 890 655	17 685 685	4 599 40	3 291 555
1994	105	8 720	67 973 479	49 226 570	15 360 050	6 376 462
1995	173	13 369	201 042 965	143 441 025	17 859 675	8 801 990
1996	254	14 817	391 994 817	196 950 915	20 897 814	17 731 310
1997	452	14 303	88 038 683	60 667 675	12 844 800	17 554 640
1998	458	14 513	89 208 683	61 477 675	16 344 800	18 862 780
1999	458	15 648	92 336 743	63 584 880	17 576 500	19 875 890

The first observation is that the SECAs are a quick and easy way for the farmers' organizations to attain their broad objectives. Access to credit is facilitated because the structure is located in their community.

Another observation is that wherever SECAs are set up, loan sharks have a hard time doing business, so that today, loans at usurious rates are slowly disappearing in many villages where they used to be the only means of obtaining money quickly.

Most of the SECAs that are backed by the CBDIBA originated in Women's Groups. That's because in order to work with CBDIBA, the groupings must agree to carry out self-managing savings and loans and their priorities must be the promotion of literacy and reforestation.

### **III - CREATION OF THE CAVECAS**

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After two years' experience with the system, an evaluation and analysis were called for in order to pinpoint the strengths and weaknesses. For that purpose, a national seminar was organized in December, 1993, around the subject *Self-managed savings and loans in the development of grass roots communities*. The seminar recommended that the SECAs should evolve into *Caisses Villageoises d'Epargne et de Crédit Autogérées* (CAVECA) - Self-managed Savings and Loan Village Banks - in communities where the groupings have grown to 600,000 CFA francs in savings and a degree of maturity in self-managing savings and loans. Another recommendation called for the continued development of the SECAs.

The initial system, i.e. the SECA started by the CBDIBA in co-operation with the supported women of the farmer's organizations, has undergone such a development that real problems of securing sufficient savings came up. Moreover, the management of funds required the best accountancy tools and expertise. That is why the SECA had to be better structured and modernized in order to give birth to a new improved structure better able to meet the concerns of the SECAs.

That is how the experimental promotional project of the CAVECAS, co-funded by *Action de Carême Suisse*, was created, with the following objectives:

- to set up 25 self-managed savings and loan credit unions;
- involve 3,000 savers involved in savings and loans;
- mobilize an aggregate savings of 50 million CFA francs within three years.

Not unlike the first SECA system, the promotion of the CAVECAS led to a spectacular development. From October, 1994, to December, 1999, 35 CAVECAS were set up in the provinces of Zou, Mono and Atlantique.

These CAVECAS mobilized, as of December 31, 1999, savings amounting to 894,858,970 CFA francs and involved 14,499 members, of which 13,520 were savers. The project surpassed all expectations before it concluded because applications to set up a CAVECA increased everyday. The people found that the procedures were well-adapted to their needs because of:

- the proximity of the structure;
- easy access to loans;
- self-management.

#### **3.1 Creation and functions of a CAVECA**

In order to set up a CAVECA in a village, the following is required:

1. after a reasoned request from the applicants, the CBDIBA conducts a socio-economic study on the potential;
2. the application must be made by at least three SECAs in the same community;
3. the applicants must mobilize savings of 2,000,000 CFA francs before opening the CAVECA;
4. mobilize at least 250 members having paid up at least one share before the day of the Constituent General Assembly;

5. pay a cash contribution of 200,000 CFA francs for the building and equipping of the CAVECA prior to the holding of the Constituent General Assembly;
6. provide to the management of CBDIBA a legalized copy of the donation or purchase certificate of a plot of land at least 20 x 20 meters in size where the CAVECA will be located;
7. the SECA members must agree to find a level 3 manager or better and a cashier of level CM2 in the village(s) concerned by the CAVECA; both must agree to work voluntarily and to set up the technical committee;
8. the security of the bank is the responsibility of the applicants who must provide surveillance and supply water, sand and lodging for the workers who carry out the building works if the latter are not from the village;
9. lastly, the SECAs who apply for a CAVECA must have been operating for at least a year and in particular have practical experience in savings and loans.

These community contributions are evaluated at 10% of the overall cost price of the bank. They are compulsory and have so far been complied with by all the communities that have benefited from the CAVECA's.

The CAVECA's operate along the same principles as the initial system from which they grew. The differences are mainly in the amounts and management. They must:

- Underwrite three shares of a value of 500 CFA francs each over three years;
- Pay the 100 CFA francs membership fees ;
- Hire a local manager and cashier to operate the bank.

The members shall have access to all the CAVECA services. They are part of the General Assembly and can elect and stand for election to any office of responsibility in the CAVECA bodies.

The SECA, as a legal person, is also a member of the CAVECA once the membership requirements are fulfilled. The SECA can open an individual demand deposit or fixed term deposit.

CAVECA also admits users who do not pay membership fees or even buy shares. This type of credit union customer can only deposit and withdraw funds and is not eligible for loans. Moreover, civil servants cannot be members of CAVECA.

## **3.2 CAVECA's service to its members**

### *3.2.1 Deposits*

Two types of savings are possible at CAVECA:

- a) Demand deposits, from which withdrawals may be made at any time, but do not bear interest.
- b) Fixed-term deposits, from which withdrawals may be made only at the end of the term set by the depositor. This type of account yields 6% interest per year, provided that the depositor has been with CAVECA for at least six months.

The minimum deposit at CAVECA is 500 CFA francs. It may happen that a depositor demands his savings prior to the end of the term. In that case, if there is enough cash in hand, the depositor may withdraw his savings but he will not earn any interest on his deposit.

Measures are taken to discourage early withdrawal, which can disrupt cash forecasts, thereby causing difficulties at the start of a credit union. A withdrawal and deposit monitoring exercise is underway to assess the proportion of demand deposits that could provide funds for low-risk short-term loans. That would help to increase the credit unions' margin for manoeuvre in the credit area and improve their operating results. In that way, they could generate operating revenue without having to pay out interest.

### 3.2.2 Loans

CAVECA offers its members loans ranging from 3 to 6 months only for revenue-generating activities, in particular small-scale trade. It also offers to its members, to a lesser extent, loans for farm production, an area where there are may repayment delays.

No loans are officially granted for social actions. The CAVECA loans are mostly granted to individual members. But before the end of 1999, and in keeping with the results of the workshops, group loans will be tried, with the introduction of a group guarantee.

In order to obtain a loan from CAVECA, one must be a member and a depositor. The amount of the loan must not exceed twice the amount of savings (fixed-term deposit) of the member requesting the loan. The rate of interest on a loan is set at 25 CFA francs per 1,000 CFA francs for one month, i.e. 30% per year.

Not unlike the SECA, access to loans is contingent on the following well-defined conditions:

- the loan must be invested in an income-generating activity;

The applicant must :

- be a member for at least six months;
- be a good saver and member in good standing;
- have recognized experience in the intended activity;
- be part of a harmonious household;
- have a saver act as guarantor or have collateral.

The current rate of repayment in CAVECA is 94.08% on average.

All the credit unions are open to the public at least two days in the week. The opening hours are freely set by the members, bearing in mind that as much of the public must be accommodated as possible. CAVECA would not, for example, open its doors during a local market day.

The manager is strictly forbidden from handling money, in order to avoid any temptation of embezzlement. The manager only handles administrative documents. The cashier must be the only person who knows the combination of the safe, which he should note down in a secret hiding place, so that in case it is forgotten the safe may be opened.

### 3.2.3 Security

CAVECA, thanks to its safe, provides security to the savings it collects. CAVECA protects its funds against theft, fire, mutilation of bank notes by mice, termites in rural areas, etc.

### 3.2.4 Distinctive advantages CAVECA offers its members

- Security of savings: the members' money is safe from theft, termites, fire, misspending, etc.
- Proximity: CAVECA is located in the same area as its members (villages or municipalities);
- Low-costs: all member transactions are conducted without any financial costs.
- Accessibility: with 600 CFA francs, anyone can become a member and have access to all CAVECA's services. Members have access to their savings (demand deposits) at any time without difficulty. Access to credit is less restrictive than elsewhere - loans are available two weeks after application.
- Rapid service: At CAVECA, service is fast and courteous, which saves time.
- Productivity: fixed-term deposits generate interest starting at the sixth month. The 30% rate of interest is higher than at any other bank on the market.

### **3.3 The CAVECA management bodies**

CAVECA's management bodies, similar to most credit unions, are:

- The General Assembly, which brings together all the members.
- The Board of Directors, comprising 5 to 7 members, handles the day-to-day management of the CAVECA in accordance with the decisions of the General Assembly, to which it is accountable.
- The Credit Committee, made up of 5 members, examines loan applications, authorizes loans, monitors loans and their use by debtors and fully recover debts when they fall due.
- The Monitoring Board, comprising 3 members, enforces CAVECA's good management arrangements contained in the statutes and the rules of procedure. To that end, it must ensure the smooth functioning of the Board of Directors and the Credit Committee and carry out spot checks of managers and cashiers. In the case of serious irregularities, an extraordinary General Assembly is usually convened..
- The Technical Committee, appointed by the Board of Directors, is made up of 2 local officers, the manager and the cashier, who handle the daily management of the credit union's finances.

Until December 31, 1999, nearly all the CAVECAs were directed by a woman, who was the chairman of the board of directors. The requirements were that a candidate had to be literate in order to be elected to a position of responsibility. That is why all the administrative documents are translated into the local language. Since that requirement was not strictly applied, minor difficulties in the management of certain credit unions arose.

All the members of the various bodies must know how to write and read correctly a local language, except the technical committee, whose members must speak French, in order to keep the accountancy documents in order.

Apart from the requirements already described, the members of the different bodies must be in full possession of their civic rights and be recognized as having a particular interest in savings and loan activities at their SECA.

The members of the technical committee and the monitoring board must not have relatives of the first degree on the board of directors.

No remuneration is paid to the elected officials of the bodies. The CAVECA is governed by law pertaining to the structures of credit unions. However, the manager and the cashier receive remuneration at the end of the year, in light of the results obtained. Some credit unions give a gratification to members of the other bodies at the end of each year.

All these bodies work harmoniously together, which helps the credit union to operate smoothly. Membership applications are examined by the board of directors, while loan applications are sent to the board of directors and then transmitted to the credit committee for consideration and opinion, after which they are returned to the board of directors in order of disbursement or are examined at a joint meeting of the board of directors and the credit committee if the board feels the application was not studied properly.

The CAVECA makes use of the following administrative documents:

- membership applications: a form to be filled in by anyone wishing to join a CAVECA;
- members register - to record the members in chronological order;
- member card - issued to all members for ID purposes;
- savings passbook: issued to the saver, indicates all transactions with CAVECA;
- individual savings file: an account file for each CAVECA account holder;

- deposit slip: a form filled out in duplicate for all deposits at CAVECA; the original is given to the depositor as a receipt;
- withdrawal slip: a form filled out in duplicate for all withdrawals of funds from CAVECA; the original is given to the depositor as a receipt;
- savers register: records the savers in chronological order;
- loan application: a form for requesting a loan;
- loan notebook: for indicating all the characteristics of loans that have been granted;
- loan applications register: for recording loan applications in chronological order;
- loan application evaluation file: a record of opinions and decisions issued by the credit committee;
- daybook: for recording the day-to-day collections and disbursements at the CAVECA;
- transactions register: for recording, chapter by chapter, the collections and disbursements at the CAVECA.

### **3.4 CBDIBA's support to the CAVECA's**

The oversight work done by the monitoring board is reinforced by the officials mandated by the CBDIBA (inspectors, monitors) who carry out on-going support, monitoring and control of all the credit unions, including the management of training for all the members of the bodies and their periodic refresher training courses. At the end of 1999, 510 body members were trained or offered refresher courses. Each CAVECA must pay a contribution, between 10% and 15% of the training cost in order to benefit from the training or refresher courses.

- the organization for the body members of seminars and workshops on harmful practices and related problems in addition to exchange programmes in neighbouring countries;
- since the resources of the credit unions are not usually sufficient to cover all the credit needs of the members, it often happens that the CBDIBA supports them financially by granting them small loans at 15% interest for a duration of between 6 and 12 months, depending on the purpose of the loan;
- the level of expertise of the managers and the cashiers in accountancy management is not yet sufficient to handle on their own the procedures at the end of the accounting period. In response the CBDIBA helps them to draw up the balance sheet, operating accounts, etc.

### **3.5 Difficulties in the system, intended solutions and prospects for the future**

#### *3.5.1 The difficulties:*

Although the system is well-rated by those involved, there are nevertheless a number of difficulties:

- illiteracy of the members, who do not retain the training received and are unable to put the training to good use;
- inadequate management of administrative documents, which makes oversight difficult;
- insufficient savings for covering the credit needs of members, which justifies a vigorous request for reinforcements from the CAVECA;
- non-compliance with loan requirements by the members of the credit committee, which leads to repayment delays or even defaults;
- poor functioning of some management bodies owing to a lack of meetings;
- dishonesty on the part of some members and elected officials of the bodies who use their influence to divert proceeds for their own purposes.

It is noteworthy that 4 credit unions, judged to be bad by consultants and officials of the CBDIBA, were closed and replaced by 5 new well-targeted credit unions.

In order to forestall the repetition of such situations in future, three workshops bringing together credit union officials from all levels were held between 1998 and 1999.

### 3.5.2 The solutions

- Reinforce regular monitoring, support and control and continuous training, for both members and officials;
- Enforce the requirements for granting loans via the elected officials in the various bodies;
- Have the members of the bodies enforce the statutes and rules of procedure;
- Intensify literacy and post-literacy courses for the members by concentrating on compatibility and management;
- Have all the administrative documents translated into national languages;
- Establish lines of credit able to refinance the system with a view to meeting credit needs;
- Prudential ratios were defined at the workshops and the CAVECA closure criteria have been redefined and adopted;
- The workshops also defined the CAVECA guidelines, their organization, relations with other financial institutions and they clarified the creation of future CAVECAs.

### 3.5.3 Prospects for the future

Each CAVECA must take the measures necessary to achieve an operating financial independence within 5 years. To that end, the plan to disengage from the CBDIBA, adopted during the workshops, is set out as follows:

- 1<sup>st</sup> year = 90% of operating costs will be borne by CBDIBA;
- 2<sup>nd</sup> year = 75% of operating costs will be borne by CBDIBA;
- 3<sup>rd</sup> year = 50% of operating costs will be borne by CBDIBA;
- 4<sup>th</sup> year = 25% of operating costs will be borne by CBDIBA;
- 5<sup>th</sup> year = 00%: CBDIBA will no longer bear the operating costs of the CAVECA.

CBDIBA intends to set up, by the end of the year 2000, a total of 40 CAVECAs with an expansion to other provinces of the country: Borgou, Ouémé and Atacora, but grouping them together in order to facilitate monitoring, support and control.

CBDIBA also plans to set up an umbrella structure that initially will operate at department level. Work will focus on ensuring greater independence by giving impetus to umbrella organizations.

## IV – CONCLUSIONS FROM THE CBDIBA EXPERIENCE AND THE CAVECA NETWORK

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The CBDIBA experience in self-managed savings and loans is still only beginning, but the results are satisfactory and give us hope that the target populations will very quickly embrace the system in order to overcome their self-financing problems and attain greater development.

The results obtained in a short time enable us to conclude that any rural population, however economically frail and illiterate, can mobilize a share of their resources and manage them independently in order to solve their financial problems. The key is that the population should be organized and well-trained.

Just like any burgeoning company, the CBDIBA credit union system has some shortfalls. Comments and suggestions from friends are welcome in order to improve the system for the underprivileged members of the population.

*The CAVECA network in figures (Dec. 31, 1999 – the latest available figures)*

Number of branches/banks	35
Number of customers or members (percentage of women)	14,499 of which 57.33% women
Deposits	

Savings outstanding	894,858,970 CFA francs
Average amount of deposits (amount outstanding per bank)	6,299,805 CFA francs
Average amount of deposits in percentage of per capita GNP	29.03%
Loans	
Loans outstanding	207,627,905 CFA francs
Number of loans granted during 1999 (one year)	6,400
Total loans granted during the period	440,986,386 CFA francs
Average amount of outstanding loans per bank	5,579,117 CFA francs
Average amount of outstanding loans in percentage of per capita GNP	25.69%
Distribution of loans (maximum and minimum )	600,000 - 6,000 CFA francs
Nominal interest rate on loans	30% per year
Actual interest rate on loans	-
Performance and financial independence	
Collection	
Percentage of overdue loans	5.92%
Risk portfolio	12,291,571 CFA francs
Self-sufficiency	
Operational independence	-
Financial independence	
Efficiency	
Number of savings accounts per employee	707
Total savings per employee	59,659,931 CFA francs
Number of outstanding loans per employee (or per loan officer)	427
Amount of outstanding loans per employee (or per loan officer)	13,017,941 CFA francs

## **V - SOME RESPONSES TO QUESTIONS CONCERNING PRODUCTS, SERVICES AND THE COVERING OF THEIR COSTS**

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### **5.1. What kind of need do these products fill ?**

The self-managed village banks (CAVECA) develop products that meet the following needs:

#### **In savings, there are two products**

- the fixed-term deposit, with 6% interest per year meets the need of customers who do not require their money right away;
- the non-interest bearing demand deposit, from which the customer can withdraw at any time.

#### **Loans**

Loans are offered to the individual members in order to develop their income-generating activities, such as trade, farming, processing, storage and livestock breeding. The CAVECAs do not finance social activities, such as baptisms, marriages, consumer goods or funerals.

The fact that the beneficiaries of these products are not very mobile and that the savings and loan arrangements are not burdensome has fuelled a spectacular development in the products. That recently led to the creation of other products, such as well-founded group loans and mini-credits for women.

**5.2 Criteria for setting debt interest rates**

The CAVECA rate of interest is set at 30% (single rate). The following components were considered:

- the cost of the fund (savings, fixed-term deposits, borrowing);
- the risks involved in the loan for CAVECA (probable loss on the loan);
- overheads;
- the desired capitalization rate;
- investment products.

**5.3 The credit interest rate**

The rate of interest on the fixed-term deposit is set at 6% per year. This rate was set bearing in mind the rate of inflation (4%) and a remuneration margin from the depositors' savings.

An analysis of the investment income helps us to determine whether the financial activities generate a profit, which in turn helps us to set interest rates on loans and savings.

**5.4 The range of financial products**

<i>Investment income</i>	<i>Products</i>
interest income	fixed-term account
interest income	sound credit

**5.5 Portfolio distribution by type of loan (in CFA francs)**

<i>Trade</i>	<i>Agriculture</i>	<i>Equipment</i>	<i>Storage</i>	<i>Total</i>
244,000,000	181,000,000	10,200,000	5,986,386	440,986,386

**5.7 The CAVECA's position in Benin**

The CAVECA network, which provides services to the least-favoured members of the population, is in a remarkable position because of the following advantages to its customers:

- secure savings;
- its proximity;
- its economy;
- its accessibility;
- its rapid service;
- its productivity.