



CUFA

SOCIAL RETURN ON INVESTMENT REPORT 2014

Developing People
Strengthening Communities



CONTENTS

INTRODUCTION	4
OUR WORK	6
OVERALL IMPACT OF OUR WORK	8
THE APPROACH OF THIS STUDY	22
Appendix 1: Social change measurement concepts explained	23
Appendix 2: Value creation narrative	27
Appendix 3: Value creation map	77



ACFID
MEMBER



Australian Government
Department of Foreign Affairs and Trade

The Department of Foreign Affairs and Trade (DFAT) is the Australian Government agency responsible for managing Australia's overseas aid program. Australia's aid program aims to help developing countries reduce poverty and achieve sustainable development. In 2013-14, the Australian Government contributed funding towards CUFA's programs in Cambodia, Myanmar and Timor-Leste as well as in the Pacific region.

CUFA is a member of the Australian Council for International Development (ACFID) and a signatory committed to full adherence to the ACFID Code of Conduct.





MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

I am pleased to announce that the findings of our second Social Return on Investment Report reveal that CUFA's projects have had a significant impact in the communities in which we work. For every \$1 invested by our donors, \$8.07 of social value is created. That means for the 2013/14 financial year, \$8,375,691.71 was generated in social value in the selected projects we have reported on here.

As a community development organisation committed to alleviating poverty in the Asia Pacific, this report provides valuable insights into the impact our projects are having on the ground. By looking at our work as an investment in communities we are able to see how improved access to financial services provides the opportunity for communities to have improved lives with greater access to clean water, shelter, healthcare and education.

Our approach is one of partnership, and these heightened levels of success would not be possible without the continued support of our partners both in Australia and the countries in which we work.

While this report demonstrates significant progress in enriching the lives of communities across the Asia Pacific through economic development and self-determination, there are still millions of people who do not have the ability to access affordable financial services. I would like to take this opportunity to invite you to partner with us as we continue to deliver sustainable projects that enrich the lives of many more families.

On behalf of the families who have been recipients of our projects - thank you. The results of this Social Return on Investment Report would not be possible without your continual support. I look forward to partnering together, as we work to improve the lives of some of the most economically disadvantaged countries of the Asia Pacific.

Dr. Peter Mason
Chief Executive Officer



INTRODUCTION

CUFA has been delivering programs that develop people and strengthen communities by providing them with access to improved economic development since 1971. Developed as the international development agency for the Australian credit union movement, CUFA supports and assists community owned financial institutions throughout the Asia Pacific, working towards our goal of providing a brighter future for communities in our neighbouring region.

Our vision is for communities of the Asia Pacific region to be free of poverty through economic development and self-determination. To fulfil our vision we facilitate economic development through education, employment and enterprise opportunities to build community self-reliance.

This is our second Social Return on Investment Report and it examines how our programs create value for all those involved. It particularly assists our investors appreciate the scope of our work and the extent of impacts involved. This report was conducted by CUFA. The methodology applied has been developed by CUFA by drawing on a variety of existing reporting practices such as sustainability reporting guidelines as well as social accounting and impact assessments from Australia and overseas. All assumptions, weightings and methodology have been provided in the appendices for verification of the results.

This analysis is based on investment for the 2013/14 financial year and assesses the value created for a cross-section of CUFA's projects in Cambodia, Fiji and Timor-Leste. Value creation is determined along the principles of Social Return on Investment, by recognising, measuring and monetising changes resulting from our work. All values in this report are in Australian Dollars, unless otherwise specified.

Social Return on Investment

Investment:	\$1,038,176.06
Social value created:	\$8,375,691.71

Overall, for every \$1 invested - \$8.07 of value is created by our development programs.

Invested \$1

Social Return \$8.07







OUR WORK

CUFA operates with the goal of helping people lift themselves out of poverty in the Asia Pacific region. Instead of giving handouts we work to provide the skills, knowledge and resources required for people to break out of poverty whilst offering ongoing support.

We combat poverty by building and promoting the development of sustainable community owned financial institutions throughout the Asia Pacific region as well as teaching people how to manage their money and equipping them with skills and resources so they can save for a brighter future. In this way we help alleviate poverty in some of the poorest communities in our neighbouring region.

Our unique development approach starts with building capacity of the individual, with its resulting impact extending to the entire community. Instead of just giving money, CUFA teaches people how to use it, in turn creating the opportunity for improved education, enterprise and employment outcomes.

Building community owned financial institutions

We build and develop build and develop community owned financial institutions across the Asia Pacific region. By providing these communities with access to financial services, we give people a safe place to save their money and take out loans, helping them to create a better future. Our staff deliver training that focuses on building trust, increasing financial knowledge and growing operational capacity. Our work also enables members to make more informed financial decisions for their family's future.

Financial education

CUFA believes that one of the best ways to help alleviate poverty is to help people develop financial literacy and money management skills that will help them establish a brighter future. Rather than simply providing people with money, we teach them how to use it effectively.

Our programs focus on teaching both children from a young age, as well as adults how to have good money skills, that is an understanding on how to manage household expenses, savings and to create profitable micro-businesses.

Micro-business development

Our Village Entrepreneur Program is focussed on empowering the poorest of the poor through micro-business development. Working closely with community owned financial institutions, CUFA identifies the poorest members of the community and works closely with them to develop and grow a small business that will enable them to build a brighter future for themselves and their family.

With help from CUFA, the Village Entrepreneur creates a clear business plan that shows their goals and the steps and activities needed to achieve them. CUFA then provides ongoing support and mentorship, delivering training on everything from basic bookkeeping skills, to vocational skills such as how to properly house, vaccinate and care for chickens.

Gender and disability inclusion

It is important to CUFA that the entire community benefits equally from our development programs. CUFA employs a gender and disability specialist who assists and trains the project staff in advocacy and inclusion of women and people with a disability to ensure they can participate fully in all of CUFA's projects.

SOCIAL RETURN ON INVESTMENT

This is the second Social Return on Investment (SROI) undertaken by CUFA. Our first SROI was conducted in 2011 and examined seven projects across the Pacific, Cambodia and Timor-Leste. An investment of \$1,974,758 created \$10,141,570 of social value. This created a social return value of 5.13:1. That is, for every \$1 invested in CUFA, \$5.13 of value was created for stakeholders.

Since 2011 CUFA has increased the value created for stakeholders. The SROI ratio increased from 5.13:1 to 8.07:1, representing that for an investment of \$1,038,176.06 a social return of \$8,375,691.71 is created, that is for every \$1 invested, a social return of \$8.07 is created. The increase in value is largely attributed to a larger number of in-country partners supported under CUFA's programs in the Asia Pacific region, in particular the addition of the Credit Union Development (CUD) and Reaching an Independent Economic Life (RIEL) projects that began post 2011.

The methodology to determine value creation for both studies was created internally by CUFA along the principles of Social Return on Investment by recognising and measuring the dollar value and changes resulting from our work. The methodology directly links our outputs (resources and efforts) to social impacts (unifying and strengthening community and strengthening community owned financial institutions by providing the rural poor with access to financial services and long-term financial independence), measuring both outputs and social impacts in financial terms.

To ensure this assessment of our work is reasonable and realistic, this report is focused on our partners from a cross-section of our programs where there is direct linkage to impact. Data has been gathered and used from a variety of sources: our project plans, monitoring reports and program evaluations. The contribution of others who played a role in impacts and creating value is also recognised.

For CUFA, value creation reporting may also function as a planning and assessment tool to evaluate program effectiveness, and add further weight to other CUFA program reporting to improve partner communications and understanding of our work.



OVERALL IMPACT OF OUR WORK

To conduct this Social Return on Investment Report an analysis on eight of CUFA's projects occurred. Projects selected represent a cross-section of CUFA's work across Cambodia, Fiji and Timor-Leste.

For every \$1 invested, \$8.07 of social value is created by CUFA

Total Input Value \$1,038,176.06

Total Value Created \$8,375,691.71

Overall social return on investment ratio 1 : 8.07





BUILDING INSTITUTIONAL CAPACITY PROGRAM

CREDIT UNION OUTREACH PROJECT

Our Credit Union Outreach project is supporting existing community owned financial institutions in Cambodia and Timor-Leste to have improved sustainable financial management, governance and operational processes by providing tailored support and training programs. Through tailored training the Project is assisting community owned financial institutions to help develop their operational practice across governance, savings and membership mobilisation, managing delinquency, roles and responsibilities of committee members, loan application practices, book keeping skills, micro-enterprises, dividend calculations and monthly interest allocations.

Cambodia

For every \$1 invested, \$15.26 of social value is created

Total Input Value \$56,148.69

Total Value Created \$857,058.61

Overall social return on investment ratio 1 : 15.26

Timor-Leste

For every \$1 invested, \$17.45 of social value is created

Total Input Value \$37,223.29

Total Value Created \$649,611.50

Overall social return on investment ratio 1 : 17.45





CREDIT UNION DEVELOPMENT PROJECT

Now in its fourth year, the Credit Union Development project helps to build, develop and promote community owned financial institutions in rural Cambodian and Timorese communities that previously had no access to financial services. Our staff work in collaboration with communities to establish community owned financial institutions based on the principles outlined by the International Credit Union Movement, codified by the World Council of Credit Unions (WOCCU). By providing the opportunity for people who had no access to financial services to receive loans and save money, we are helping them to grow their income, build or expand their micro-businesses, assist their children's education as well as gain greater access to health care services.

Cambodia

For every \$1 invested, \$9.50 of social value is created

Total Input Value \$245,623.24

Total Value Created \$2,334,597.33

Overall social return on investment ratio 1 : 9.50

Timor-Leste

For every \$1 invested, \$10.51 of social value is created

Total Input Value \$199,196.00

Total Value Created \$2,094,374.75

Overall social return on investment ratio 1 : 10.51





CHILDREN'S FINANCIAL LITERACY PROJECT - CAMBODIA

Financial literacy is about being smart with our money, making wise decisions about spending, savings, managing our personal debt and planning for our future. For many children across the Asia Pacific region, these valuable lessons are not taught, thus contributing to the cycle of poverty. Our Children's Financial Literacy project provides the opportunity for children living in poverty to create a brighter future for themselves and their families.

Since 2008 CUFA has provided more than 59,000 Cambodian students with financial education lessons, educating them on the importance of savings, income sources, budgeting, short and long term financial goals and encouraging them to develop good savings habits from a young age.

For every \$1 invested, \$2.60 of social value is created

Total Input Value \$85,310.74

Total Value Created \$221,399.04

Overall social return on investment ratio 1 : 2.60





OCEANIA CONFEDERATION OF CREDIT UNION LEAGUES - PACIFIC REGION

This project supports the Oceania Confederation of Credit Union Leagues (OCCUL) to develop into a sustainable peak body that can provide a voice to unify and strengthen the community owned financial institution movements across the Pacific region, which will in turn improve the livelihood of Pacific communities through access to high quality and affordable financial services.

Through the delivery of membership services, member congresses and technical assistance, OCCUL's Secretariat Office provides community owned financial institutions in the Pacific the opportunity to network, gain professional development, receive technical assistance, as well the sharing of information within the region.

For every \$1 invested, \$4.01 of social value is created

Total Input Value \$107,953.00

Total Value Created \$433,164.31

Overall social return on investment ratio 1 : 4.01





VILLAGE ENTREPRENEUR - AUSTRALIA, CAMBODIA AND TIMOR-LESTE

CUFA's Village Entrepreneur program operates in Cambodia and Timor-Leste, providing the poorest of the poor with the skills and resources to help them build and develop sustainable micro-businesses.

The ultimate goal of the program is to provide the opportunity for community owned financial institution members in rural Cambodia or Timor-Leste who are too poor to qualify for a loan to start or expand a micro-business so they can help lift themselves out of poverty.

Through the generosity of Community Investors (individual investors), the Village Entrepreneurs receive financial support as well as business vocational skill training each quarter. The aim is for their business to grow and to become a sustainable source of income for themselves and their family within three years.

For every \$1 invested, \$3.48 of social value is created

Total Input Value \$144,246.86

Total Value Created \$501,847.31

Overall social return on investment ratio 1 : 3.48





REACHING AN INDEPENDENT ECONOMIC LIFE PROJECT

Since late 2012, CUFA has been providing communities, relocated as part of the Cambodian railways project with much needed financial literacy training, an important step to help build economic independence. CUFA is assisting 375 families with training courses and one-to-one counselling in seven core components: understanding financial concepts, family budgeting, sensible borrowing or managing debt repayments, setting and achieving financial goals, micro-business development, financial budgeting, spending and savings and children's financial literacy.

For every \$1 invested, \$7.90 of social value is created

Total Input Value \$162,474.24

Total Value Created \$1,283,638.86

Overall social return on investment ratio 1 : 7.90

See Appendix 3 for detailed tables of each program that steps through the stages from expected change for stakeholders of each program, to outputs and outcomes then how value is created and calculated for stakeholders.





THE APPROACH OF THIS STUDY

This report investigates the impacts on partners resulting from eight CUFA programs across the Asia Pacific region. A cross section of CUFA projects have been selected, ensuring that a diverse array of projects and countries are examined.

Partners of our programs include: the Australian Government, corporate donors, mutual movements, representative bodies such as Federations; community owned financial institutions and their governance bodies; management and staff; members of the community owned financial institutions; and their families and the wider community. Information to compile this report has been taken from CUFA project plans, monitoring reports and program evaluations. Extensive partner engagement and in-field research are conducted to prepare these documents and thus additional in-field research was not required to complete this report.

This report was conducted by CUFA. The methodology applied has been developed by CUFA by drawing on a variety of existing reporting practices such as sustainability reporting guidelines including the Centre for Social Impact¹ as well as social accounting and impact assessments from Australia and overseas including the LBG Model². All assumptions, weightings and methodology have been provided in the appendices for verification of the results.

Appendices 2 and 3 provide an overview of each project; the desired outcomes of each project; the factors that potentially drive value creation for partners; value creation drivers such as direct economic activity and provision of training and support to recipients; and retained learning outcomes.

Due to the summary nature of this report, each program is evaluated with a compact set of indicators, measurements and proxies for each partner outcome. Proxies have been established using evidence based data or assumptions and are clearly explained in each project's study. All indicators and proxies are fully listed for examination. CUFA has used caution when establishing proxy and attribution values and has applied conservative values that are not likely to inflate impact or unrealistically represent value created.

¹ www.csi.edu.au

² www.lbg-australia.com

Appendix 1: Social change measurement concepts explained





Partners

Partners are the people we work with, those who we impact and are impacted by our projects. Many of our partners are community members in the countries that we work in, these include community owned financial institution members and committee members, their families and the wider community who directly and indirectly benefit from our development activities.

Our partners also include our financial investors, the Australian Government, individuals, a range of corporate donors and mutual banks. Without the generous support from our partners we wouldn't be able to deliver our development programs across the Asia Pacific.

Expected Change (intended and unintended)

CUFA's Programs are designed around CUFA's mission and vision for communities in the Asia Pacific region to be free of poverty through economic development and self-determination. Expected Change is the change that is anticipated to be generated as a result of the program activities, for example raised awareness and improved skills with money and savings, increase micro-business skills and knowledge; improved living standards; and improved skills and knowledge to govern and manage a community owned financial institution.

Outputs

Outputs can be understood as the work we do. The amount of work we do is driven by primary quantitative goals which are driven by needs identified by the communities in which we work in. This includes provision of support to enable community owned financial institutions to have improved governance, management and operational efficiency; practitioners with enhanced leadership and management/operational skills and households apply learning and find ways to start saving and to reduce their debt levels.

Outcomes

Outcomes are the changes resulting from an activity. This includes improved leadership and logistics capacity; qualified communities are provided support to promote the building of community owned financial institutions and membership; improved institutional reputation leads to increased membership levels; and improved government and management practices lead to better financial performance and reduced risk.

Outcome measurement

Outcome measurement is the value or data for an indicator, such as number of children receiving lessons, number of years, number of new members or number of new savers.

Proxy Value

A proxy is an approximation of value where an exact measure is impossible to obtain. Some change is subjective so to measure changes like "growing confidence or self-esteem" it is necessary to find a quantitative proxy that best represents what grown confidence may embody - such as the cost of a text book if someone wanted to self-educate themselves, or if confidence was related to staff promotion - the difference in pay or reward for a new position could be the proxy. The use of a proxy removes arbitrary use of values that could easily distort a value calculation and misrepresent the intention of the outcome.

Change Value

The degree of change of an outcome based on known or assumed baseline information. Change value is a multiplier of the outcome measurement and proxy value.

Duration

Duration defines how long (usually in years) an outcome lasts after the intervention, such as estimated years that learning will be retained and applied and estimated average time that savings will be retained.

Annual Drop-off / Attrition

The likelihood of an outcome to replicate, retain or lose value over time – people stop or reduce participation over time for example. If an outcome can continue to be achieved with no further input, its value can be replicated in following years, applying a drop-off rate to account for expected attrition. Where an input's outcomes are expected to be achieved over several years, its change value is spread over the lifespan.

Dead-weight %

The term Dead Weight % helps us to understand that if no CUFA program was available - what would happen? Could or would the beneficiary access similar support elsewhere? This factor reflects the degree of access to opportunity people would have anyway.

Attribution %

Complementary to dead weight, this value is intended to identify and recognise external contributions by partners, other actors within the community or other CUFA programs in the final valuation therefore removing "double-dipping" or over-claiming.

Gross Value Created

The Gross Value Created is expressed as the total value created over a time-frame.

Net Value Created for Partner

Net Value Created for Partner is the balance after dead-weight and attribution are removed from gross value created. This is the calculated value of the outcome for the stakeholder, and other stakeholder studies for a program also contribute to a subtotal of **Total Value Created**.

A **return on investment ratio** is calculated by dividing **Total Value Created by Input Costs**.

Appendix 2: Value creation narrative



Building Institutional Capacity

PROGRAM OVERVIEW

The Building Institutional Capacity (BIC) program has been delivered in Cambodia since 2007 and in Timor-Leste since 2008. The BIC program comprises of a number of activities to build the operational and technical capacity of existing community owned financial institutions and to support the development of financial institutions in communities with little or no access to financial services. It is the intention that this model can then be presented as an exemplar for other members of the community owned financial institution movement in Cambodia and Timor-Leste. These activities are undertaken through two core projects: Credit Union Outreach; and Credit Union Development.

Initially the BIC program focused on delivering training to existing community owned financial institutions representatives in Phnom Penh and Dili. Upon completion of training, representatives had the responsibility to deliver the same training in the field; as per a 'training of trainers' pedagogical or cascade training model.

In 2011/12 the program moved towards the delivery of in-field support to supplement the pure training model. It was decided that the most effective strategy would be to directly support active community owned financial institutions whilst promoting best practice through the creation of a number of model community owned financial institutions. This is now being accomplished through the Credit Union Outreach and Credit Union Development projects.

The BIC program is currently focused on working alongside existing and newly formed community owned financial institutions in Cambodia and Timor-Leste to strengthen them towards becoming operationally and financially sustainable.

The sections below provide an analysis of the Credit Union Outreach and Credit Union Development projects in both Cambodia and Timor-Leste.

Credit Union Outreach – Cambodia

PROJECT OVERVIEW

Through the Credit Union Outreach Cambodia project, CUFA is delivering tailored technical assistance to individual community owned financial institutions in order to assist in building capacity and trust in these institutions so that they can achieve financial and operational sustainability. As a result of building their capacity, it is expected that successful institutions will then promote the profile and sustainability of the community owned financial institution movement in Cambodia.

The desired outcomes of this project are:

- To strengthen the capacity and sustainability of community owned financial institutions, in particular to achieve an increase in savings, loans and membership;
- The development of a strong supervisory and support mechanism for community owned financial institution members;
- To increase participation of women in management and financial decision making; and
- To increase the profile of the community owned financial institution movement.

The factors that potentially drive value creation for partners are discussed below:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Community owned financial institutions, their representatives and members that receive CUFA's training are direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that are impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example members of community owned financial institutions, their families as well as the wider community who could also benefit from linkages to a community owned financial institution.

In the 2013/14 financial year, CUFA³:

- In partnership with the Co-operative Association of Cambodia (CAC) delivered tailored training to 40 community owned financial institutions to help develop their operational best practice across six areas: governance; savings and membership mobilisation; managing delinquency; roles and responsibilities of committee members; loan application practices; and bookkeeping skills.
- Increased membership across all 40 community owned financial institutions, with a 7% increase in membership from 10,240 to 10,949 members and a 17% increase in overall savings demonstrating a strong trust for the community owned financial institutions and their ability to improve their financial transparency to members.

³CUFA (2014), Annual Report, p.11

- Provided governance training to 432 committee members, supporting them to operate in a more transparent and democratic way. As a result, 80% of supported community owned financial institutions held annual general meetings - demonstrating enhanced transparency and accountability to members.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA's total project expenditure for the 2013/14 financial year was \$56,148.69⁴. This was primarily financial input directly into the Cambodian domestic economy, for example: staffing; staff support and training; service delivery; transport; utilities; and suppliers. Australian based expenditure allocated to the project was for project support. This investment creates and sustains employment, which in turn builds skills, supports families' livelihoods and assists economies to grow stronger.

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

Value creation driver: Delivery of training and support to recipients

Through the CUO Cambodia project, CUFA supports existing community owned financial institutions to have improved sustainable financial management, governance and operational processes by providing tailored support and training projects.

For the 2013/14 financial year, CUFA planned 276⁵ training days, at a unit cost of \$203.44 (actual annual expenditure / planned training days). The unit cost is used as a proxy to establish value created by impacts of CUFA's training and support to recipients.

Value is created as each participant receives training. The intention is for the board and committee members to acquire adequate knowledge so that their community owned financial institutions can become a model institution operating according to the International Credit Union Operating Principles⁶. Therefore if CUFA achieved higher outcomes from the same funding, greater value would be created, alternatively less value would be created if outcomes were lower than expected. The intention is for the training recipients to carry forward and utilise these skills and knowledge in their work as well as in their daily lives.

⁴ CUFA (2014) Annual Report, p.44

⁵ Co-operative Association of Cambodia (2013/14) proposal, p. 11

⁶ World Council of Credit Unions (WOCCU), International Credit Union Operating Principles

The following table presents training outcomes for year 2013/147.

Cambodia - Building Institutional Capacity - Credit Union Outreach

Training days	296
Participants	432
Community owned financial institutions	40

The skills and knowledge acquired by recipients as a result of this project are expected to be retained and applied for a number of years, and could also be refreshed by recipients themselves from project materials provided at the initial training. Determining how long the learning will last is conducted by assessing available data and forecasting the likely duration. Learning implementation levels have been determined based on the World Bank's National Training Laboratory, which identifies that of all teaching methods, the participatory method of teaching others has the highest retention rate of 90% immediately after the teaching⁸. If learning diminished at a linear rate of 10% each year, it can be forecasted to reduce completely after ten years.

Linear retention

Start of Learning Year	Linear Retention
Learning retained year one	90%
Learning retained year two	80%
Learning retained year three	70%
Learning retained year four	60%
Learning retained year five	50%
Learning retained year six	40%
Learning retained year seven	30%
Learning retained year eight	20%
Learning retained year nine	10%
Learning retained year ten	0%

However, if 10% of learning is lost immediately after teaching the original material and no more support is provided for the same material, the loss rate is more likely to increase each year. Adding 10% to each year of linear loss would diminish learning within four years, an average loss of 25% each year.

⁷ CUFA (2014), Annual Report, p.11

⁸ World Bank, National Training Laboratory - The Learning Pyramid, http://siteresources.worldbank.org/DEVMARKETPLACE/Resources/Handout_TheLearningPyramid.pdf, (27 December 2014)

Learning retention

Learning Year	Progressive Loss	Average Loss
Initial learning lost	10%	25%
Retained learning lost during year two	20%	25%
Retained learning lost during year three	30%	25%
Retained learning lost during year four	40%	25%
Total learning lost	100%	100%

To demonstrate the value of retained learning and to present a reasonable assessment, the value of retained learning from training in this report is limited to four years, as illustrated in the above table. Learning is fully retained for one year, and reduces by 25% for each following year, so that by year four; only 25% of the value of the original learning is retained.

As CUFA was the only provider of training services specifically for community owned financial institutions in the project areas, and had not previously delivered support to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, specifically nothing would have happened in CUFA's absence. Furthermore, no other service provider was involved so value created cannot be attributed to another party.

Value of learning created by delivery of training and support to recipients is calculated as \$150,543.59 as detailed below:

Estimated years that learning will be retained and applied are calculated by: budgeted unit cost of training each recipient (\$203.44) factored by the total number of training days (296⁹), factored by the duration (four years) and retained learning for each given year.

Year	% of retained learning	Value created
One	100%	\$60,217.44
Two	75%	\$45,163.08
Three	50%	\$30,108.72
Four	25%	\$15,054.36
Total		\$150,543.59

Result: \$150,543.59 of value is created.

This represents 17.57% of overall value created by the project.

Full details of this component's calculation can be found in the project's Value Creation Map in Appendix 3.

⁹ CUFA (2013/14) quarterly reports

Value creation driver: Recognising implementation effectiveness of recipients

The recipients of CUFA's training (board and committee members) are expected to work towards professionalising their community owned financial institutions and providing their members with reliable services and trustworthy leaders. Their ability to effect change in their institutions is dependent on their ability to implement, and sustain learning as well as applying standards effectively throughout their institution, and therefore create value.

A total of 432¹⁰ committee members from 40 community owned financial institutions were entrusted with this responsibility of receiving and implementing training. Due to an absence of quantitative data to define how much of the training people learnt in monetary terms, and to confirm the number of people originally trained and still active in their community owned financial institutions at 30 June 2014, these factors have been conservatively defined so as not to unreasonably inflate value created to this point in time.

The effectiveness of implementation of the 2013/14 financial year has been set at 5%¹¹ (reflecting its marginal nature), with a value duration of one year, and with no attribution. Given the educational nature of onsite one-on-one support provided by CUFA, value duration of four years has been applied, reducing by 25% per year after year one, with no attribution to external factors.

Measuring the difference of each period's implementation effectiveness ensures that future reporting will not be able to account for change that has been previously reported. It also provides a mechanism to report negative impacts should implementation progress decline. To approach calculation of implementation effectiveness of recipients, an appropriate proxy was identified that represents the nature of this change and the scope of activity involved based on the equivalent salary of one full-time employee in Cambodia. The rate was determined using Gross National Income (GNI) per capita (\$US).

GNI per capita, Atlas method (current \$US) has been applied to determine this indicator, as no such indicators or data could be found for CUFA's development project locations. The World Bank provides an explanation of this indicator:

"GNI per capita (formerly GNP per capita) is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the midyear population. GNI is the sum of value added by all resident producers plus any product taxes (less subsidies) not included in the assessment of output plus net receipts of primary income (compensation of employees and property income) from abroad. GNI, calculated in national currency, is usually converted to U.S. dollars at official exchange rates for comparisons across economies, although an alternative rate is used when the official exchange rate is judged to diverge by an exceptionally large margin from the rate actually applied in international transactions¹²."

¹⁰ CUFA (2014) Annual Report, p.11

¹¹ CUFA (2011) Social Return on Investment Report

¹² The World Bank, Data, <http://data.worldbank.org/indicator/NY.GNP.PCAP.CD>, (23 December 2014)

For the purposes of this report, GNI per capita for Cambodia at 30 June 2014 was USD \$950, which equates to AUD \$894.90, using the official exchange rate of 0.9420 as of 30 June 2014¹³.

The value created by the implementation effectiveness is calculated by: number of committee members (432) factored by the GNI per capita for Cambodia (\$894.90), at 5% effectiveness, multiplied by duration (one year) and external factors (nil).

Result: \$19,329.84 of value is created.

This represents 2.26% of overall value created by the project.

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

Value creation driver: Indirect partners of this project

CUFA's projects operate to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. Through improved skills and knowledge community owned financial institution staff are able to better promote and provide additional services to the membership and wider community.

To establish indications of change that could have resulted from CUFA's activities, data from all 40 community owned financial institutions was compiled to identify value created for indirect partners through assessment of three outputs:

1. Improved reputation and reach attracts more members as they learn that their savings are more secure in a community owned financial institution than at home.

Value is thereby created by assessing membership and average member savings increase, and is calculated as follows: average member saving increase (\$288.31), factored by membership increase (709), factored by duration (four years) over a four year learning retention period.

Year	% of retained learning	Value created
One	100%	\$204,413.39
Two	75%	\$153,310.04
Three	50%	\$102,206.70
Four	25%	\$51,103.35
Total		\$511,033.48

Result: \$511,033.48 of value is created.

2. Improved reputation of the community owned financial institution attracts more members accessing services such as loans.

¹³ Reserve Bank of Australia, Historic Data,
<http://www.rba.gov.au/statistics/historical-data.html#exchange-rates>

Value is returned to members as interest of savings deposits, and value is created by: total member savings (\$1,390,684.94¹⁴), factored by interest on member savings (5%¹⁵), factored by average length of savings (four years), over a four year learning retention period.

Year	% of retained learning	Value created
One	100%	\$69,903.00
Two	75%	\$50,927.25
Three	50%	\$33,951.50
Four	25%	\$16,975.75
Total		\$169,757.50

Result: \$169,757.50 of value is created.

3. Improved governance and management practice leads to better financial performance by reducing risk, assessed by an annual reduction in loan delinquency across the 40 community owned financial institutions. Value created is calculated by: annual reduction in loan delinquency (0.28%¹⁶), factored by the total loan portfolio across the 40 community owned financial institutions (\$2,283,645.00¹⁷), factored by duration (one year).

Result: \$6,394.21 of value is created.

Overall value creation for indirect partners is thus calculated by the sum of the above three outputs.

Result: \$687,185.18 of value is created for indirect partners.

This represents 80.18% of overall value for the project.

Cambodia Credit Union Outreach Summary of value created	
Direct economic activity of project operations [i]	\$56,148.69
Delivery of training and support to recipients [A]	\$150,543.59
Recognising implementation effectiveness of recipients [B]	\$19,329.84
Indirect partners of this project [C]	\$687,185.18
Total Value Created [ii=A+B+C]	\$857,058.61
Total Input Costs [i]	\$56,148.69
Value Created for every \$1 invested [ii/i]	\$15.26

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

¹⁴ 40 participating financial institutions financial data supplied by Co-operative Association Cambodia, (23 December 2014)

¹⁵ 40 participating financial institutions financial data supplied by Co-operative Association Cambodia, (23 December 2014)

¹⁶ Community owned financial institutions 2013/14 membership data

¹⁷ Community owned financial institutions 2013/14 membership data

Credit Union Outreach – Timor-Leste

PROJECT OVERVIEW

Through the Credit Union Outreach, Timor-Leste project, CUFA is delivering tailored technical assistance to individual community owned financial institutions in order to assist in building capacity and trust in these institutions, so that they can achieve financial and operational sustainability. As a result of building their capacity, it is expected that successful institutions will then promote the profile and sustainability of the community owned financial institution movement in Timor-Leste. CUFA is delivering this project on behalf of the Timorese Federation_Federation Hanai Malu.

The desired outcomes of this project are:

- To strengthen community owned financial institutions capacity to enable them to reach more people particularly in the rural areas of Timor-Leste;
- To strengthen Federation capacity to enable them to support their membership and respond to the needs of their members;
- A scaled up community owned financial institution movement to transform from a volunteer movement to a professional movement with the capacity to provide a range of products and services to their members; and Incorporate professional development opportunities.

The factors that drive value creation for partners are discussed below:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Community owned financial institutions, their representatives and members that receive CUFA training and support are direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that are impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example members, their families' as well as the wider community who could also benefit from linkages to a community owned financial institution.

In the 2013/14 financial year, CUFA¹⁸:

- In partnership with Federation Hanai Malu provided support to 23 community owned financial institutions, delivering training in six key areas: governance; savings and membership mobilisation; managing delinquency; roles and responsibilities of committee members; loan application practices; and bookkeeping skills.

¹⁸ CUFA (2014), Annual Report, p.12

- Provided 688 members with bookkeeping training, helping them introduce accounting systems into their financial institutions.
- Supported 150 board and committee members with leadership and financial literacy education training. As result of the training all supported community owned financial institutions held an annual general meeting, allowing communities to reap the value of a more financially accountable, transparent and well managed community owned financial institution.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA's total project expenditure for the 2013/14 financial year was \$37,223.29¹⁹. This was primarily financial input directly into the Timorese domestic economy, for example: staffing; staff support and training; service delivery; transport; utilities; and suppliers. Australian based expenditure allocated to the project was for project support. This investment creates and sustains employment and livelihoods, which in turn builds skills, sustains families' livelihoods and assists economies to grow stronger.

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

Value creation driver: Delivery of training and support to recipients

Through the CUO Timor-Leste project CUFA supports existing community owned financial institutions to have improved sustainable financial management, governance and operational processes by providing tailored support and training projects.

For the 2013/14 financial year, CUFA planned 92²⁰ training days, at a unit cost of \$404.60 (actual annual expenditure / planned training days). The unit cost is used as a proxy to establish value created by impacts of delivery of training and support to recipients.

¹⁹ CUFA (2014), Annual Report, p.44

²⁰ CUFA (2013/14), Timor-Leste Annual Development Plan, p. 3

Value is created as each participant receives training. The intention is for the board and committee members to acquire adequate knowledge so that their community owned financial institutions can become model institutions operating according to the International Credit Union Operating Principles. Therefore if CUFA achieved higher outcomes from the same funding, greater value would be created, alternatively less value would be created if outcomes were lower than expected. The intention is for the training recipients to carry forward and utilise these skills and knowledge in their work as well as in their daily lives.

The following table presents training outcomes for year 2013/14²¹.

Timor-Leste - Building Institutional Capacity - Credit Union Outreach

Training days	368
Participants	688
Community owned financial institutions	23

The skills and knowledge acquired by recipients as a result of this project are expected to be retained and applied for a number of years, and could also be refreshed by recipients themselves from project materials provided at the initial training. Determining how long the learning will last is conducted by assessing available data and forecasting the likely duration. Learning implementation levels have been determined based on the World Bank's National Training Laboratory, which identifies that of all teaching methods, the participatory method of teaching others has the highest retention rate of 90% immediately after the teaching²². If learning diminished at a linear rate of 10% each year, it can be forecasted to reduce completely after ten years.

Linear retention

Start of Learning Year	Linear Retention
Learning retained year one	90%
Learning retained year two	80%
Learning retained year three	70%
Learning retained year four	60%
Learning retained year five	50%
Learning retained year six	40%
Learning retained year seven	30%
Learning retained year eight	20%
Learning retained year nine	10%
Learning retained year ten	0%

²¹ CUFA (2013/14), Timor-Leste Annual Development Plan, p.3

²² World Bank, National Training Laboratory - The Learning Pyramid, http://siteresources.worldbank.org/DEVMARKETPLACE/Resources/Handout_TheLearningPyramid.pdf, (27 December 2014)

However, if 10% of learning is lost immediately after teaching the original material and no more support is provided for the same material, the loss rate is more likely to increase each year. Adding 10% to each year of linear loss would diminish learning within four years, an average loss of 25% each year.

Learning retention

Learning Year	Progressive Loss	Average Loss
Initial learning lost	10%	25%
Retained learning lost during year two	20%	25%
Retained learning lost during year three	30%	25%
Retained learning lost during year four	40%	25%
Total Learning Lost	100%	100%

To demonstrate the value of retained learning and to present a reasonable assessment, the value of retained learning from training in this report is limited to four years, as illustrated in the above table. Learning is fully retained for one year, and reduces by 25% for each following year, so that by year four; only 25% of the value of the original learning is retained.

As CUFA was the only provider of training services specifically for community owned financial institutions in Timor-Leste, and had not previously delivered support to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, specifically nothing would have happened in CUFA’s absence. Furthermore, no other party was involved so value created cannot be attributed to another party.

Value of learning created by delivery of training and support to recipients is calculated as \$372,232.90, as detailed below:

Estimated years that learning will be retained and applied are calculated by: budgeted unit cost of training each recipient (\$404.60) factored by the total number of training days (368), factored by the duration (four years) and retained learning for each given year.

Year	% of retained learning	Value Created
One	100%	\$148,893.16
Two	75%	\$111,669.87
Three	50%	\$74,446.58
Four	25%	\$37,223.29
Total		\$372,232.90

Result: \$372,232.90 of value is created by deliver of training and support to recipients.

This represents 57.30% of overall value created by the project.

Full details of this component’s calculation can be found in the Value Creation Map in Appendix 3.

Value creation driver: Recognising implementation effectiveness of recipients

The recipients of CUFA's training and support (board and committee members) are expected to work towards professionalising their community owned financial institutions and providing their members with reliable services and trustworthy leaders. Their ability to effect change in their financial institutions is dependent on their ability to implement, and sustain learning as well as applying standards effectively throughout the institution, and therefore create value.

A total of 150²³ committee members from 23 community owned financial institutions were entrusted with the responsibility of receiving and implementing training. Due to an absence of quantitative data to define how much of the training people learnt in monetary terms, and to confirm the number of people originally training and still active in their community owned financial institutions at 30 June 2014, these factors have been conservatively defined so as not to unreasonably inflate value created to this point in time.

The effectiveness of implementation for the 2013/14 financial year has been set at 10%²⁴ (reflecting its marginal nature), with a value duration of one year, and with no attribution. Given the educational nature of onsite one-on-one support provided by CUFA value duration of four years has been applied, reducing by 25% per year after year one, with no attribution to external factors.

Measuring the difference of each period's implementation effectiveness ensures that future reporting will not be able to account for change previously reported. It also provides a mechanism to report negative impacts should implementation progress decline. To approach calculation of implementation effectiveness of recipients, an appropriate proxy was identified that represents the nature of this change and the scope of activity involved based on the equivalent salary of one full-time employee in Timor-Leste. The rate was determined using Gross National Income (GNI) per capita (\$US).

GNI per capita, Atlas method (current \$US) has been applied to determine this indicator, as no such indicators or data could be found for CUFA's development project locations. The World Bank provides this accessible explanation of this indicator:

"GNI per capita (formerly GNP per capita) is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the midyear population. GNI is the sum of value added by all resident producers plus any product taxes (less subsidies) not included in the assessment of output plus net receipts of primary income (compensation of employees and property income) from abroad. GNI, calculated in national currency, is usually converted to U.S. dollars at official exchange rates for comparisons across economies, although an alternative rate is used when the official exchange rate is judged to diverge by an exceptionally large margin from the rate actually applied in international transactions²⁵."

²³ CUFA (2014), Annual Report, p.12

²⁴ CUFA (2011), Social Return on Investment Report, p.27

²⁵ The World Bank, Data, <http://data.worldbank.org/indicator/NY.GNP.PCAP.CD>, (23 December 2014)

For the purposes of this report, GNI per capita for Timor-Leste at 30 June 2014 was USD \$3,580, which equates to AUD \$3,372.36, using the official exchange rate of 0.9420 as of 30 June 2014²⁶.

The value created by the implementation effectiveness is calculated by: number of committee members (150), factored by the GNI per capita for Timor-Leste (\$3,372.36), at 10% effectiveness, factored by duration (two years) and external factors (nil), over a two year learning retention period.

Year	% of retained learning	Value Created
One	100%	\$76,889.81
Two	75%	\$38,444.90
Total		\$115,334.71

Result: \$115,334.71 of value is created.

This represents 17.75% of overall value created by the project.

Full details of this component's calculations can be found in the project Value Creation Map in Appendix 3.

Value creation driver: Indirect partners of this project

CUFA's projects operate to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. These are intended to benefit individuals and the wider community.

To establish indications of change that could have resulted from CUFA's activities, data from all 23 community owned financial institutions was compiled to identify value created for indirect partners through assessment of three outputs:

1. Improved reputation and reach attracts more members as they learn that their savings are more secure in a community owned financial institution than at home.

Value is thereby created by assessing membership and average savings increase, and is calculated as follows: average member saving increase (\$22.74²⁷), factored by membership increase (326²⁸), factored by duration (four years) over a four year learning retention period.

Year	% of retained learning	Value created
One	100%	\$7,413.24
Two	75%	\$5,559.93
Three	50%	\$3,706.62
Four	25%	\$1,853.31
Total		\$18,533.10

Result: \$18,533.10 of value is created.

²⁶ Reserve Bank of Australia, Historic Data, <http://www.rba.gov.au/statistics/historical-data.html#exchange-rates>

²⁷ 23 participating community owned financial institution data, supplied by Federation Hanai Malu, Timor-Leste (23 December 2014)

²⁸ CUFA (2014), Annual Report, p.12

2. Improved reputation of the community owned financial institution attracts more members accessing services such as loans.

Value is returned to members as interest of savings deposits, and value is created by: total member savings (\$1,224,164.40²⁹), factored by interest on member savings (4%³⁰), factored by average length of savings (four years³¹), over a four year learning retention period.

Year	% of retained learning	Value created
One	100%	\$48,966.58
Two	75%	\$36,724.93
Three	50%	\$24,483.29
Four	25%	\$12,241.64
Total		\$122,416.44

Result: \$122,416.44 of value is created.

3. Improved governance and management practice leads to better financial performance by reducing risk, assessed by annual reduction in loan delinquency across the 23 community owned financial institutions. Value created is calculated by: annual reduction in loan delinquency (2%³²), factored by the total loan portfolio across the 23 community owned financial institutions (\$1,054,717.39³³), factored by duration (one year).

Result: \$21,094.35 of value is created.

Overall value creation for indirect partners is thus calculated by the sum of the above three outputs.

Result: \$162,043.89 of value is created.

This represents 24.94% of total value created for this project.

Timor-Leste Credit Union Outreach Summary of value created	
Direct economic activity of project operations [i]	\$37,223.29
Delivery of training and support to recipients [A]	\$372,232.90
Recognising implementation effectiveness of recipients [B]	\$115,334.71
Indirect partners of this project [C]	\$162,043.89
Total Value Created [ii = A + B + C]	\$649,611.50
Total Input Costs [ii]	\$37,223.29
Value Created for every \$1 invested [ii/i]	\$17.45

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

²⁹ Financial data supplied by Federation Hanai Malu, Timor-Leste (23 December 2014)

³⁰ Financial data supplied by Federation Hanai Malu, Timor-Leste (23 December 2014)

³¹ CUFA (2011) Social Return on Investment Report

³² Financial data supplied by Federation Hanai Malu, Timor-Leste (23 December 2014)

³³ Financial data supplied by Federation Hanai Malu, Timor-Leste (23 December 2014)

Credit Union Development - Cambodia

PROJECT OVERVIEW

The Credit Union Development (CUD) project helps to build, develop and promote grass-root community owned financial institutions in rural Cambodian communities that previously had little or no access to financial services.

In the 2013/14 financial year, CUFA staff delivered 432³⁴ training sessions to help communities establish exemplar community owned financial institutions. As a result of the training, community owned financial institutions in both Cambodia and Timor-Leste have seen tremendous growth in both membership and savings.

For the first time, members also have the ability to borrow money, with community owned financial institutions now offering loan products, an important step in helping families lift themselves out of poverty.

The desired outcomes of this project are³⁵:

- Strengthened capacity and sustainability of community owned financial institutions, including an increase in savings, loans and membership;
- The development of a strong supervisory and support mechanism for members;
- The development of model community owned financial institutions operated under the International Credit Union Operating Principles in communities where there is little to no access to financial services;
- Increased participation of women in management and financial decision making; and
- Increased profile of the community owned financial institution movement.

The factors that drive value creation for partners are discussed below:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Community owned financial institutions, their representatives and members that receive CUFA's training and support are direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that could be impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example members, their families and the wider community who could also benefit from linkages to a community owned financial institution.

³⁴ CUFA (2013/14) quarterly reports

³⁵ CUFA (2014/15) Cambodia BIC Project Plan, p.18

Highlights of the project in the 2013/14 financial year³⁶ include:

- Helped develop 21 community owned financial institutions in four provinces, with dramatic increases in membership: 311% and savings: 664%.
- Created the opportunity for 137 people who previously had no access to financial services to receive loans; helping them to growth their income, build or expand their micro-businesses, assist their children’s education as well as gain greater access to health care services.
- 65% of the 972 member passbooks issued were to women, empowering them to be part of the financial decision making process, gain an understanding of money and have access to training and support.
- Delivered 161 financial literacy training sessions to 632 people, enabling them to make more informed financial decisions for their families.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA’s total project expenditure for the 2013/14 financial year was \$245,623.24³⁷. This was primarily financial input directly into the Cambodian domestic economy, for example: staffing; staff support and training; service delivery and training centre costs; transport; utilities; and suppliers. Australian based expenditure allocated to the project was for project support. This investment creates and sustains employment and livelihoods, which in turn builds skills, supports families and assists economies to grow stronger. For example, during the 2013/14 financial year, CUFA employed only Cambodian based nationals to operate Cambodian projects, totalling 37 program coordinators, and field and support staff³⁸.

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

³⁶ CUFA (2014), Annual Report, p.9

³⁷ CUFA (2014), Annual Report, p.32

³⁸ CUFA, Organisational chart, <https://www.cufa.org.au/about/our-people/>, 23 December 2014

Value creation driver: Delivery of training and support to recipients

For the year 2013/14, CUFA planned 120³⁹ training days, at a unit cost of \$2,046.86 (actual annual expenditure / planned training days). The unit cost will be used as a proxy to establish value created by impacts of delivery of training and support to recipients.

Value is created as each participant receives training. The intention is for these groups to become exemplars of community owned financial institutions operating according to the International Credit Union Operating Principles. Once sustainability has been achieved, these model groups can act as a platform for improving the effectiveness and sustainability of community owned financial institutions and federations in other parts of Cambodia, and this potential can be valued by using the unit cost of delivery as its proxy to create value. It also ensures that if CUFA achieves higher or lower outcomes than expected, a correct total value created can be calculated by multiplying the actual outcomes by the proxy value. Therefore if CUFA achieved higher outcomes from the same funding, greater value would be created, alternatively less value created if outcomes were lower than expected. The intention is for the training recipients to carry forward and utilise these skills and knowledge in their work as well as in their daily lives.

The following table presents training outcomes for 2013/14⁴⁰ financial year.

Cambodia - Building Institutional Capacity - Credit Union Development

Training days	432
Participants	632
Community owned financial institutions	21

The skills and knowledge acquired by recipients as a result of the project are expected to be retained and applied for a number of years, and could also be refreshed by recipients themselves from supporting materials provided at the initial training. Determining how long the learning will last is conducted by assessing available data and forecasting the likely duration. Learning implementation levels have been determined based on the World Bank's National Training Laboratory, which identifies that of all teaching methods, the participatory method of teaching others has the highest retention rate of 90% immediately after the teaching⁴¹. If learning diminished at a linear rate of 10% each year, it can be forecasted to reduce completely after ten years.

³⁹ CUFA (2013), BIC Cambodia Project Plan, p. 37

⁴⁰ CUFA (2014), Annual Report, p.10

⁴¹ World Bank, National Training Laboratory - The Learning Pyramid, http://siteresources.worldbank.org/DEV/MARKETPLACE/Resources/Handout_TheLearningPyramid.pdf, 27 December 2014

Linear retention

Start of Learning Year	Linear Retention
Learning retained year one	90%
Learning retained year two	80%
Learning retained year three	70%
Learning retained year four	60%
Learning retained year five	50%
Learning retained year six	40%
Learning retained year seven	30%
Learning retained year eight	20%
Learning retained year nine	10%
Learning retained year ten	0%

However, if 10% of learning is lost immediately after teaching the original material and no more support is provided for the same material, the loss rate is more likely to increase each year. Adding 10% to each year of linear loss would diminish learning within four years, an average loss of 25% each year.

Learning retention

Learning Year	Progressive Loss	Average Loss
Initial learning lost	10%	25%
Retained learning lost during year two	20%	25%
Retained learning lost during year three	30%	25%
Retained learning lost during year four	40%	25%
Total learning lost	100%	100%

To demonstrate the value of retained learning and to present a reasonable assessment, the value of retained learning from training in this report is limited to four years, as illustrated in the above table. Learning is fully retained for one year, and reduces by 25% for each following year, so that by year four; only 25% of the value of the original learning is retained.

As CUFA was the only provider of training services specifically for community owned financial institutions in the project areas, and had not previously delivered support to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, specifically nothing would have happened in CUFA's absence. Furthermore, no other party was involved so value created cannot be attributed to another party.

Value created by delivery of training and support to recipients is assessed by measuring two outputs: Value of establishing 21 community owned financial institutions as well as the value created for delivery of specialised training skills.

Value of learning created by delivering of training and support to recipients is valued as \$2,270,853.96, calculated by the sum of value created by establishing 21 community owned financial institutions (\$60,244.80) and the value created for delivery of specialised training skills (\$2,210,609.16).

To demonstrate the value of retained learning and to present a reasonable assessment, the value of retained learning from training in this report is limited to four years, as illustrated in the above table. Learning is fully retained for one year, and reduces by 25% for each following year, so that by year four; only 25% of the value of the original learning is retained.

As CUFA was the only provider of training services specifically for community owned financial institutions in the project areas, and had not previously delivered support to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, specifically nothing would have happened in CUFA's absence. Furthermore, no other party was involved so value created cannot be attributed to another party.

Value created by delivery of training and support to recipients is assessed by measuring two outputs: Value of establishing 21 community owned financial institutions as well as the value created for delivery of specialised training skills.

Value of learning created by delivering of training and support to recipients is valued as \$2,270,853.96, calculated by the sum of value created by establishing 21 community owned financial institutions (\$60,244.80) and the value created for delivery of specialised training skills (\$2,210,609.16).

1. Communities are supported to promote community owned financial institutions and to grow memberships.

Value is created by the average annual savings of all 21 institutions (\$1,147.52⁴²), factored by the number of established community owned financial institutions (21⁴³), factored by the duration (four years) and retained learning for each given year.

Establishing 21 community owned financial institutions

Year	% of retained learning	Value created
One	100%	\$24,097.92
Two	75%	\$18,073.44
Three	50%	\$12,048.96
Four	25%	\$6,024.48
Total		\$60,244.80

Result: \$60,244.80 of value is created.

⁴² CUFA (2013/14) quarterly reports

⁴³ CUFA (2014), Annual Report, p. 9

- Community owned financial institution staff acquire greater skills which in turn enhances their leadership and management capabilities.

Value created for delivery of specialised training skills is calculated by: budgeted unit cost of training each recipient (\$2,046.86⁴⁴) factored by the number of training days (432⁴⁵), factored by the duration (four years) and retained learning for each given year.

Value Created for delivery of specialised training skills

Year	% of retained learning	Value created
One	100%	\$884,243.66
Two	75%	\$663,182.75
Three	50%	\$442,121.83
Four	25%	\$221,060.92
Total		\$2,210,609.16

Result: \$2,210,609.16 of value is created.

Overall value creation for delivery of training and support to recipients is calculated as the sum of value created by specialised training skills as well as value created by established 21 community owned financial institutions.

Result: \$2,270,853.96 of value is created for delivery of training and support to recipients.

This represents 97.27% of overall value created by the project.

Full details of this component's calculation can be found in the project's Value Creation Map in Appendix 3.

Value creation driver: Recognising implementation effectiveness of recipients

The value creation driver for recognising implementation effectiveness of recipients is assessed against the project's objectives of equipping members with the financial knowledge to make educated financial decisions and to start saving and providing members with trustworthy community owned financial institutions to deposit their savings.

Value created by implementation effectiveness of recipients is calculated by: average member savings (\$24.79⁴⁶), factored by number of savers (972⁴⁷), factored by duration (one year).

Result: \$24,097.98 of value is created.

This represents 1.03% of overall value created by the project.

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

⁴⁴ CUFA (2014) quarterly reports

⁴⁵ CUFA (2014) Annual Report, p.10

⁴⁶ CUFA (2013/14) quarterly reports

⁴⁷ CUFA (2013/14) quarterly reports

Value creation driver: Indirect partners of this project

CUFA's projects operate to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. These are intended to benefit individuals and the wider community. To establish indications of change that could have resulted from CUFA activity, data from all 21 community owned financial institutions was compiled from quarterly reporting, to identify value created for indirect partners.

Sustainability of community owned financial institutions is created by increases in membership and savings. Improved promotion by community owned financial institutions resulted in a membership increase of 736 new members; increasing their savings on average by \$21.55⁴⁸ and estimated to gradually create \$39,645.39 in value. To determine value creation for indirect partners of this project, an assessment of improved skills and knowledge by community based financial institution staff has been conducted.

Value created is calculated by: average member savings increase (\$21.55), factored by membership increase (736), factored by duration (four years), and a four year learning retention period.

Year	% of retained learning	Value created
One	100%	\$15,858.16
Two	75%	\$11,893.62
Three	50%	\$7,929.08
Four	25%	\$3,964.54
Total		\$39,645.39

Result: \$39,645.39 of value is created.

This represents 1.70% of overall value created by this project.

Cambodia – Credit Union Development Summary of value created	
Direct economic activity of project operations [i]	\$245,623.24
Delivery of training and support to recipients [A]	\$2,270,853.96
Recognising implementation effectiveness of recipients [B]	\$24,097.98
Indirect partners of this project [C]	\$39,645.39
Total Value Created [ii=A+B+C]	\$2,334,597.33
Total Input costs [i]	\$245,623.24
Value created for every \$1 invested [iii/i]	\$9.50

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

⁴⁸ CUFA (2013/14) quarterly reports

Credit Union Development – Timor-Leste

PROJECT OVERVIEW

The Credit Union Development (CUD) project helps to build, develop and promote grass-root community owned financial institutions in rural Cambodian communities that previously had little or no access to financial services.

In the 2013/14 financial year, CUFA staff delivered 324⁴⁹ training sessions to help communities establish exemplar community owned financial institutions. As a result of the training, community owned financial institutions in both Cambodia and Timor-Leste have seen tremendous growth in both membership and savings.

For the first time, members also have the ability to borrow money, with community owned financial institutions now offering loan products, an important step in helping families lift themselves out of poverty.

The desired outcomes of this project are:

- Strengthened capacity and sustainability of community owned financial institutions, including an increase in savings, loans and membership;
- The development of a strong supervisory and support mechanism for members;
- The development of model community owned financial institutions operated under the International Credit Union Operating Principles in communities where there is little to no access to financial services;
- Increased participation of women in management and financial decision making; and
- Increased profile of the community owned financial institution movement.

The factors that drive value creation for partners are discussed below:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Community owned financial institutions, their representatives and members that receive CUFA's training and support are direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that could be impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example members, their families and the wider community who could also benefit from linkages to a community owned financial institution.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Community owned financial institutions, their representatives and members that receive CUFA's training and support are direct partners, and value created can be clearly linked to CUFA's activities.

⁴⁹ CUFA (2013/14) quarterly reports

Indirect partners are those that could be impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example members, their families and the wider community who could also benefit from linkages to a community owned financial institution.

In the 2013/14 financial year, CUFA⁵⁰:

- Supported 12 community owned financial institutions and 288 members who previously had no access to financial services to grow their savings, with a 229% increase in all member savings over the past year.
- Provided 81 people who previously had no access to borrow money with the opportunity to receive a loan, helping them to improve their family's income and increase their savings.
- Continued to promote membership of community owned financial institutions, encouraging members to save towards their financial goals. Project activities to promote the benefits of community owned financial institutions, achieved a 21% increase in members from the 2013/14 financial year.
- Delivered 468 workshops and meetings that focused on building trust, increasing financial knowledge and growing operational capacity.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA's total project expenditure in the 2013/14 financial year was \$199,196.00⁵¹. This was primarily financial input directly into the Timor-Leste domestic economy, for example: staffing; staff support and training; service delivery and training centre costs; transport; utilities; and suppliers. Australian based expenditure allocated to the project was for project support. This investment creates and sustains employment and livelihoods, which in turn builds skills, supports families and assists economies to grow stronger. For example, during the 2013/14 financial year, CUFA employed only Timorese based nationals to operate Timorese projects, totalling 11 program coordinators, and field and support staff⁵².

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

⁵⁰ CUFA (2013/14) quarterly reports

⁵¹ CUFA (2014), Annual Report, p.20

⁵² CUFA, Organisational chart, <https://www.cufa.org.au/about/our-people/>, 23 December 2014

Value creation driver: Delivery of training and support to recipients

For the 2013/14 financial year, CUFA planned 120 training days⁵³, at a unit cost of \$1,659.97 (actual annual expenditure / planned training days). The unit cost of each year will be used as a basis to establish value created by impacts of delivery of training and support to recipients.

Value is created as each participant receives training. The intention is for these groups to become exemplars of community owned financial institutions operating according to the International Credit Union Operating Principles. Once sustainability has been achieved, these groups can act as a platform for improving the effectiveness and sustainability of community owned financial institutions in other parts of Timor-Leste, and this potential can be valued by using the unit cost of delivery as its proxy to create value. It also ensures that if CUFA achieves higher or lower outcomes than expected, a correct total value created can be calculated by multiplying the actual outcomes by the proxy value. Therefore if CUFA achieved higher outcomes from the same funding, greater value would be created, alternatively less value would be created if outcomes were lower than expected. The intention is for the training recipients to carry forward and utilise these skills and knowledge in their work as well as in their daily lives.

The following table presents training outcomes for the 2013/14⁵⁴ financial year.

Timor-Leste – Building Institutional Capacity – Credit Union Development

Training days	468
Participants	259
Community owned financial institutions	12

The skills and knowledge acquired by recipients as a result of the project are expected to be retained and applied for a number of years, and could also be refreshed by recipients themselves from project materials provided at the initial training. Determining how long the learning will last is conducted by assessing available data and forecasting the likely duration. Learning implementation levels have been determined based on the World Bank's National Training Laboratory, which identifies that of all training methods, the participatory method of teaching others has the highest retention rate of 90% immediately after the teaching⁵⁵. If learning diminished at a linear rate of 10% each year, it can be forecasted to reduce completely after ten years.

⁵³ CUFA (2013/14), BIC Project Plan

⁵⁴ CUFA (2014), Annual Report, p. 11

⁵⁵ World Bank, National Training Laboratory - The Learning Pyramid, http://siteresources.worldbank.org/DEV/MARKETPLACE/Resources/Handout_TheLearningPyramid.pdf, (27 December 2014)

Linear retention

Start of Learning Year	Linear Retention
Learning retained year one	90%
Learning retained year two	80%
Learning retained year three	70%
Learning retained year four	60%
Learning retained year five	50%
Learning retained year six	40%
Learning retained year seven	30%
Learning retained year eight	20%
Learning retained year nine	10%
Learning retained year ten	0%

However, if 10% of learning is lost immediately after teaching the original material and no more support is provided for the same material, the loss rate is more likely to increase each year. Adding 10% to each year of linear loss would diminish learning within four years, an average loss of 25% each year.

Learning retention

Learning Year	Progressive Loss	Average Loss
Initial learning lost	10%	25%
Retained learning lost during year two	20%	25%
Retained learning lost during year three	30%	25%
Retained learning lost during year four	40%	25%
Total learning lost	100%	100%

To demonstrate the value of retained learning and to present a reasonable assessment, the value of retained learning from training in this report is limited to four years, as illustrated in the above table. Learning is fully retained for one year, and reduces by 25% for each following year, so that by year four; only 25% of the value of the original learning is retained.

As CUFA was the only provider of training services specifically for community owned financial institutions in Timor-Leste, and with no previous delivery support provided to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, specifically nothing would have happened in CUFA's absence. Furthermore no other party was involved so value created cannot be attributed to another party.

Value created by delivery of training and support to recipients is assessed by measuring to outputs: Value of establishing 12 community owned financial institutions as well as the value created for delivery of specialised training skills.

Value of learning is created by delivering of training and support to recipients, valued as \$2,016,223.50. Calculated by the sum of value created by establishing 12 community owned financial institutions (\$74,062.50) and the value created for delivery of specialised training skills (\$1,942,161.00).

1. Communities are supported to promote community owned financial institutions and to grow memberships.

Value is created by the average annual savings of all 12 institutions (\$2,468.75⁵⁶), factored by the number of established community owned financial institutions (12⁵⁷), factored by the duration (four years) and retained learning for each given year.

Establishing 12 community owned financial institutions

Year	% of retained learning	Value created
One	100%	\$29,625.00
Two	75%	\$22,218.75
Three	50%	\$14,812.50
Four	25%	\$7,406.25
Total		\$74,062.50

Result: \$74,062.50 of value is created.

2. Community owned financial institution staff acquire greater skills which in turn enhance their leadership and management capabilities.

Value created for delivery of specialised training skills is calculated by: Budgeted unit cost of training each recipient (\$1,659.97⁵⁸), factored by the number of training days (468⁵⁹), factored by the duration (four years) and retained learning for each given year.

Value created for delivery of specialised training skills

Year	% of retained learning	Value created
One	100%	\$776,864.40
Two	75%	\$582,648.30
Three	50%	\$388,432.20
Four	25%	\$194,216.10
Total		\$1,942,161.00

Result: \$1,942,161.00 of value is created.

Overall value creation for delivery of training and support to recipients is calculated as the sum of value created by specialised training skills as well as the value created by establishing 12 community owned community based financial institutions.

⁵⁶ CUFA (2014) quarterly reporting

⁵⁷ CUFA (2014) Annual Report, p. 10

⁵⁸ CUFA (2013/14) quarterly reporting

⁵⁹ CUFA (2014) Annual Report, p. 10

Result: \$2,016,223.50 of value is created for delivery of training and support to recipients.

This represents 96.27% of overall value created for the project.

Full details of this component's calculation can be found in the project's Value Creation Map in Appendix 3.

Value creation driver: Recognising implementation effectiveness of recipients

The value creation driver for recognising implementation effectiveness of recipients is assessed against the project's objectives of equipping members with the financial knowledge to make educated financial decisions and to start saving and providing members with trustworthy community owned financial institutions to deposit their savings.

Value created by implementation effectiveness of recipients is calculated by: Average member savings (\$92.45⁶⁰) factored by the number of savers (288⁶¹), factored by duration (one year).

Result: \$26,625.00 of valued is created for recognising implementation effectiveness of recipients.

This represents 1.27% of overall value created for the project.

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

Value creation driver: Indirect partners of this project

CUFA's projects operate to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. These are intended to benefit individuals and the wider community. To establish indications of change that could have resulted from CUFA activity, data from all 12 community owned financial institutions was compiled from quarterly reporting, to identify value created for indirect partners.

Sustainability of community owned financial institutions is created by increased membership and savings. Improved promotion by community owned financial institutions resulted in a membership increase of 49 new members; increasing their savings on average by \$420.62 and estimated to gradually create \$51,526.25 in value. To determine value creation for indirect partners of this project, an assessment of improved skills and knowledge of community owned financial institution staff has been conducted.

Value created is calculated by: average member savings increase (\$92.45⁶²), factored by membership increase (49⁶³), factored by duration (four years), and a four year learning retention period.

Year	% of retained learning	Value
One	100%	\$20,610.50
Two	75%	\$15,457.87
Three	50%	\$10,305.25
Four	25%	\$5,152.63
Total		\$51,526.25

⁶⁰ CUFA (2014) quarterly reporting

⁶¹ CUFA (2014) Annual Report, p. 10

⁶² CUFA (2013/14) quarterly reporting

⁶³ CUFA (2014) Annual Report, p. 10

Result: \$51,526.25 of value is created.

This represents 2.46% of overall value created by this project.

Timor-Leste Credit Union Development Summary of value created	
Direct economic activity of project operations [i]	\$199,196.00
Delivery of training and support to recipients [A]	\$2,016,223.50
Recognising implementation effectiveness of recipients [B]	\$26,625.00
Indirect partners of this project [C]	\$51,526.25
Total Value Created [ii=A+B+C]	\$2,094,374.75
Total Input costs [i]	\$199,196.00
Value created for every \$1 invested [ii/i]	\$10.51

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

Children's Financial Literacy – Cambodia

PROJECT OVERVIEW

CUFA's Children's Financial Literacy project was established in Cambodia during 2007. Since 2008, CUFA has provided more than 59,000⁶⁴ Cambodian students with financial education lessons, educating them on the importance of savings and encouraging them to develop good savings habits from a young age.

The desired outcomes of this project are:

- To provide financial literacy education to students in order to encourage good savings habits at a young age and assist community owned financial institutions to promote children's membership and savings.
- To strengthen the community owned financial institution movement by linking children to their local institution.
- To encourage community owned financial institutions to develop savings products for children as a strategy to increase membership growth and savings mobilisation.

The factors that drive value creation for partners are discussed below:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or are directly related to this project, and form the core focus of this report. The students that receive CUFA's financial literacy education are the direct partners, and value created for them can be clearly linked to CUFA's activities.

Indirect partners are those that are impacted by the project, and are not the intended primary partners of project outputs. These partners may have a relationship with CUFA's direct partners, for example members, their families and the wider community could also benefit from linkages to a community owned financial institution.

In the 2013/14 financial year, CUFA⁶⁵:

- Delivered financial literacy classes to 12,248 students through 1,795 lessons in 359 classrooms to 43 primary schools. The students learnt about money, income sources, savings, budgeting, financial goals and their local institution.
- Encouraged 7,094 students to increase their savings, a 49% increase from 2012/13.

⁶⁴ CUFA (2014), Annual Report, p. 14

⁶⁵ CUFA (2014), Annual Report, p.14

- Conducted four study tours, providing 722 students the opportunity to learn more about the operations of community owned financial institutions and to meet with the staff to learn more about savings, budgets and short and long term financial goals.
- Trained 441 primary school teachers and principals to deliver financial literacy education, ensuring that the project becomes sustainable.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA's total project expenditure for the 2013/14 financial year was \$85,310.74⁶⁶. This was primarily financial input directly into the Cambodian domestic economy, for example: staffing; staff support and training; service delivery; transport, utilities and suppliers. Australian based expenditure allocated to the project was for project support. This investment creates and sustains employment and livelihoods, which in turn builds skill, supports families' and assists economies to grow stronger. No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

Value creation driver: Delivery of training and support to recipients

For the 2013/14 financial year, CUFA planned to deliver financial literacy lessons to 12,000⁶⁷ students at 5 lessons per student. To be calculated by (actual annual expenditure / planned number of participating students/ number of lessons delivered) equalling \$1.42 per student per lesson, thereby at five classes per students the total budgeted cost to teach each student annually totalling \$7.11.

The unit cost of each year will be used as a basis to establish value created by impacts of training and support to students in that year.

Value is created as each student completes training; they receive educational materials based on culturally appropriate curriculum; they engage in a positive learning environment and they are connected to a community owned financial institution; which in turn increases their savings and helps them to make sensible financial decisions.

⁶⁶ CUFA (2014), Annual Report, p.20

⁶⁷ CUFA (2013/14), Children's Financial Literacy project plan

The unit cost of each student is used as the proxy of value created for that student. It also ensures that if CUFA achieves higher or lower outcomes than expected, a correct total value created can be calculated by multiplying the actual outcomes by the proxy value. Therefore if CUFA achieved higher outcomes from the same funding, greater value would be created, alternatively less value created would be created if outcomes were lower than expected.

The skills and knowledge acquired by students as a result of this project would be retained for a number of years, and could also be refreshed by recipients themselves through project materials provided at the initial training. For this situation the duration of the value created from learning is measured as lasting up to two⁶⁸ years, with the value fully retained for one year, and reducing by 50% in the second year, as shown in the table below.

As CUFA was the only provider of children’s financial literacy training services specifically for students in these regions of Cambodia, and with no previous delivery of support provided to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, in other words nothing would have happened in CUFA’s absence; and no other party was involved so value created cannot be attributed to them – so the above value created will contribute to this projects final assessment.

The value created by training and support to students is \$130,610.74, and calculated as follows: Budgeted unit cost of teaching each recipient (\$7.11) factored by number of students reached (12,248) factored by duration (two years) and retained learning for each given year.

Year	% of retained training	Value created
One	100%	\$87,073.83
Two	50%	\$43,536.91
Total		\$130,610.74

Result: \$130,610.74 of value is created.

This represents 58.99% of overall project value.

Value creation driver: Recognising implementation effectiveness of recipients

Implementation effectiveness is determined by assessing CUFA as the education implementer; how the students applied their learning; as well as financial institutions implemented linkages to student savers and product development to meet student’s needs.

In 2014 a small sample survey was conducted with students, among the students sampled 97% demonstrated knowledge about the importance of savings, with 83% reporting saving money either regularly (58%) or for an unidentified period (25%). Of the students that reported saving at some stage, 70% are continuing to save one to two years after first receiving CFL lessons. Of the students that had stopped saving, 10% indicated plans to recommence saving whilst only 20% did not express a desire to resume.

⁶⁸ CUFA (2013), Evaluation Report, Children’s Financial Literacy Project (CFL) Cambodia, p.13

As highlighted in the 2013 CFL Project Evaluation Report, the CFL project has had a significant impact upon the rate of formal savings among students. Across the sample, 72% of students had saved formally outside the home (all these students attributed their commencement of savings to CFL activities). Almost all were continuing to save one to two years after the conclusion of CFL lessons, with a dropout (ceasing to save) rate of only 8%. This is in contrast to the 100% dropout rate of students that saved exclusively in the home. This data indicates that the establishment of formal savings is essential for sustaining the medium to long term project impact of CFL activities, thus reaffirming the importance of saving in a community owned financial institution, as expressed in the CFL design.

Value created by implementation effectiveness for students having raised awareness and improved skills with money and savings is calculated by: average annual savings per student (\$5) factored by the number of student savers (7,716), factored by duration (two years) and retained learning for each given year.

Year	% of retained training	Value created
One	100%	\$38,581.20
Two	50%	\$19,290.60
Total		\$57,871.80

Result: \$57,871.80 of value is created.

This represents 26.14% of overall value created by this project.

Full details of this component's calculations can be found in the project's Value Creation Map in Appendix 3.

Value creation driver: Indirect partners of this project

CUFA's projects operate to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. The Children's Financial Literacy project links to this by encouraging community owned financial institutions to attract students by developing products and services appropriate to them. The project also conducts visits to the student's home, to meet with parents and family members to raise awareness of the importance of savings and encourage careful use of money. These visits also provide the opportunity to gather information about changes that may have occurred in the family as a result of the student receiving financial literacy education. These activities are intended to benefit individuals and the wider community.

Using results from sampling conducted with parents and siblings of students within the Children's Financial Literacy project in 2014, this report assesses how the awareness or learning from students could start savings habits in other family members; specifically parents and siblings.

At the time of this report, no data was available on the exact amounts that parents and siblings saved, the same annualised average of \$2.50 for student savers has been applied. In accordance with findings from the 2013 CFL Project Evaluation Report that cited: "It is suspected that savings held by these parents appear to be kept aside for daily or short term expenses rather than long term savings", savings duration for indirect partners has been adjusted to six months. This reflects the observation that children tend to save for longer periods of time than adults.

Value created for indirect partners of this project is thereby valued as \$32,916.50, calculated by the sum of new parent savers (\$11,482.50); new parent and sibling savers (\$9,186.00) and new sibling savers (\$12,248.00).

1. Value to new parent savers (two people) is calculated by: average savings (\$2.50), factored by number of new parent savers (9,186) at 75%, over a six month period.

Result: \$11,482.50 of value is created.

2. Value to parents and sibling savers (three people) is calculated by: average savings (\$2.50), factored by number of new parent and sibling savers (7,349) at 60%, over a six month period.

Result: \$9,186.00 of value is created.

3. Value to siblings (one person) starting to save is calculated by: average savings (\$2.50), factored by number of new sibling savers (9,798) at 80%, over a six month period.

Result: \$12,248.00 of value is created.

Overall, value created by indirect partners of this project is calculated by the sum of the three outputs above.

Result: \$32,916.50 of value is created.

This represents 14.87% of overall value created by the project.

Cambodia Children’s Financial Literacy Summary of value created	
Direct economic activity of project operations [i]	\$85,310.74
Delivery of training and support to recipients [A]	\$130,610.74
Recognising implementation effectiveness of recipients [B]	\$57,871.80
Indirect partners of this project [C]	\$32,916.50
Total Value Created [ii = A + B + C]	\$221,399.04
Total Input Costs [ii]	\$85,310.74
Value Created for every \$1 invested [ii/i]	\$2.60

Full details of this component’s calculations can be found in the project’s Value Creation Map in Appendix 3.

Oceania Confederation of Credit Union Leagues - The Pacific

PROJECT OVERVIEW

The Oceania Confederation of Credit Union Leagues (OCCUL) was established in recognition of the need for a peak body to represent community owned financial institutions and federations in the Pacific region. Unlike other regions, there was no such body in the Pacific region prior to the establishment of OCCUL in 2009. This unifying body gives voice to Pacific community owned financial institutions in terms of representation and an international presence as well as the delivery of technical conferences. The mandate of OCCUL is to be an industry body that organises, supports and represents the Pacific leagues and federations linking all its members through a common bond of cooperation and development. The challenge is to ensure that OCCUL is sustainable as a peak body that has the capacity to unify community owned financial institutions across the region and provide them with appropriate support in the long term.

Members of the community owned financial institution movement in the Pacific face a variety of challenges which OCCUL can provide assistance with. The main challenges faced by Pacific community owned financial institutions relate to regulatory issues and the technical ability to keep accurate financial records, both of which are central for sustainability. Community owned financial institutions often have limited funds to pay membership dues, and it is important that members realise the payment of dues creates value beyond just being an act of solidarity. It is imperative that technical assistance provided addresses the support needs of credit unions, is executed professionally, and is followed up by monitoring.

Building capacity for the financial and operational sustainability of OCCUL are key priorities of this project. As a membership body of developing community owned financial institutions, OCCUL has a limited capacity to support its operations through membership dues alone. Therefore multiple income strategies need to be considered, with an overall goal to achieve financial sustainability. OCCUL operations include facilitation of the annual Pacific Credit Union Technical Congress, as well as coordinating on-the ground organisation for the Pacific Leadership Challenge, and independent management of membership and technical assistance services⁶⁹.

The factors that drive value creation for partners are discussed in these sections of this project's report:

- Direct economic activity of project operations; and
- Recognising implementation effectiveness of partners.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. CUFA directly funds OCCUL, and value created can be clearly linked to CUFA's support.

Indirect partners are those that are impacted by the project, and are not the intended primary partners of project outputs. These partners may have a relationship with CUFA's direct partners, for example community owned financial institutions, members, their families and the wider community who could also benefit from linkages to OCCUL.

⁶⁹ CUFA (2013/14), OCCUL Project Plan, p.14

Highlights of the 2013/14 financial year include⁷⁰:

- Delivered 72 days of technical assistance and support to six Pacific Island countries and community owned financial institution movements, in areas where an estimated 70% of Pacific Islanders do not have access to basic financial services; assisting them to build their operational capacity and implement new systems and processes to help them operate their community owned financial institutions more efficiently and effectively.
- Distributed a bi-monthly newsletter to a readership of 241 people in relation to information sharing, organisational performance, as well as governance and technical assistance advice.
- Facilitated an Australian customer owned banking professional to volunteer in Timor-Leste to share strategies and skills in relation to savings and member mobilisation; that helped the movement to increase their membership by 50%.
- Provided professional and personal development opportunities to 114 professionals from 11 countries to attend OCCUL's flagship activity, the Pacific Credit Union Technical Congress, including assisting 15 delegates to receive support from the Australian Aid Program's International Seminar Support Scheme and 24 World Council of Credit Unions supported Manager Certification Participants.
- Supported Mesenieng Credit Union in the Federated States of Micronesia over the past two years to move from a paper-based to an electronic accounting system. This has assisted the credit union to update their information system to better capture data for more transparent and comprehensive financial reporting.

To determine value created for partners, a series of factors is considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

This report examines the value created by this project in the 2013/14 financial year, by assessing primary project data and information available.

Value creation driver: Direct economic activity of project operations

CUFA's support of OCCUL for the year 2013/14 financial year was \$107,953⁷¹. This was primarily financial input directly into the Fijian domestic economy, for example: employing two full time staff; staff support and training; service delivery and office costs; transport; utilities; and suppliers. Australian based expenditure allocated to the project was for project support. This investment has created and sustained employment and livelihoods, which in turn builds skills, supports families' and assists economies to grow stronger.

⁷⁰ CUFA (2014), Annual Report, p.16

⁷¹ CUFA (2014), Annual Report, p.20

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

Project expenditure	
Technical Training 2013/14	\$66,182.05
Membership Services 2013/14	\$41,770.95
Total	\$107,953.00

Value creation driver: Recognising implementation effectiveness of recipients

OCCUL is tasked to organise, support and represent the Pacific community owned financial institution leagues and federations by linking all its members through a common bond of cooperation and development⁷².

OCCUL's ability to effect change is dependent on its ability to conduct activities that organise, support and represents its primary partners; to generate capacity and income to ensure sustainability of community owned financial institutions in Pacific.

Value creation was generated, with CUFA support from the 2014 Fiji Challenge (fundraising and registration fees); income from the annual Pacific Credit Union Technical Congress (this includes registration fees, corporate sponsorships and the International Seminar Support Scheme⁷³); delivery of technical assistance and in-country visits; and annual membership fees. These activities and events are the core income streams for OCCUL, and over time have improved leadership and logistics capacity for the OCCUL Board and OCCUL staff, and has allowed OCCUL a degree of capacity to conduct these activities independently of CUFA.

Fijian Challenge 2014

An educational and exposure driven project, to raise awareness of Pacific development needs in emerging leaders from the Australian credit union movement. Participant registration fees cover operational costs, and participant fundraising funds development activities. During the 2013/14 financial year, the 2014 Fijian Challenges raised \$13,600⁷⁴ in registration fees and fundraising of \$14,485⁷⁵.

The Pacific Credit Union Technical Congress

The Pacific Credit Union Technical Congress aims to support and grow community owned financial movements in the Pacific region to increase knowledge of both financial and human resources. These are needed to strengthen and build community owned financial institutions; to provide sustainable and accessible financial services; and to support communities to grow and prosper into the future.

Congress 2013 generated \$78,578.69⁷⁶ from delegate registration fees, corporate sponsorship and the International Seminar Support Scheme and represents an income stream for OCCUL.

⁷² CUFA (2013/14), OCCUL Project Plan

⁷³ International Seminar Support Scheme funded by the Australian Aid Program

⁷⁴ CUFA (2014), Annual Report, p. 43

⁷⁵ CUFA (2014), Annual Report, p. 43

⁷⁶ CUFA (2013/14), Annual Report, p. 43

Technical Assistance and professional development

Pacific community owned financial institutions have significant support needs, in particular in relation to financial account keeping and good governance – both integral to the sound operations of a community owned financial institution. The delivery of targeted technical assistance supports community owned financial institution movements throughout the Pacific with capacity-building and support services to address such challenges.

The capacity of emerging country leagues and community owned financial institutions was supported through OCCUL by conducting country familiarisation and research visits, and Technical Assistance, to federations requesting support. A total of 72 technical assistance sessions in OCCUL Secretariat visits were provided⁷⁷ in the 2013/14 financial year. Considering the nature of delivery, and the number of people directly involved in each case, an average fee for an equivalent professional development course was seen as a suitable proxy to value this change. The proxy has been calculated as an average cost to deliver each technical assistance/professional development visit and the calculated value is \$2,203.14⁷⁸.

Membership fees

OCCUL provides four levels of membership:

1. Founding membership: Community owned financial leagues/federations that joined prior to the 2010 Pacific Credit Union Technical Congress. Membership dues are \$0.05 per member to a maximum cap of \$150.
2. Full membership: Community owned financial institutions that joined after the 2010 Pacific Credit Union Technical Congress. Membership dues are \$0.08 per member to a maximum cap of \$350.
3. Associate Membership: Community owned financial that joined independently of their league or federation or are not represented by a league or federation. Membership dues are \$100.
4. Supporter Membership: Non-government organisations, INGOs, third party suppliers or individuals. Membership dues are \$100.

Dependent on the level of membership, members have various rights which are detailed on OCCUL's website: www.occul.org

Improved awareness and trust of OCCUL, through increasing membership, contributes to improved financial performance and sustainability. OCCUL attracted more members than expected since it started operations, by promoting itself and engaging with potential members. By 30 June 2014, OCCUL had attracted 34 members⁷⁹, with total fees paid of \$4,600⁸⁰: an average membership fee of \$135.29 (a variety of membership levels exist). Since this is direct income that contributes to technical assistance, the average membership fees is the proxy to measure value created.

⁷⁷ OCCUL (2013/14), monthly and quarterly reports

⁷⁸ OCCUL (2013/14) Financial Report

⁷⁹ OCCUL (2013/14), monthly and quarterly reports

⁸⁰ OCCUL, Income Statement to 30 June 2014

Calculating value created for implementation effectiveness

Value of recognising implementation effectiveness to recipients is valued as \$433,164.31 and is calculated by the sum of value created from the Fiji Challenge [fundraising and registration fees]: (\$8,425.50); value created from annual Congress (\$23,573.61); value created from in-country visits, technical assistance and professional development opportunities (\$396,565.20); as well as value created from annual membership (\$4,600.00).

1. Value of the Fiji Challenge is calculated by: fundraising and registration fees (\$28,085.00); factored by 30% effectiveness and duration (one year).

Result: \$8,425.50 of value is created.

2. Value of Congress is calculated by: income from annual Congress (\$78,578.69) factored by 30% effectiveness and duration (one year).

Result: \$23,573.61 of value is created.

3. Value of in-country visits, technical assistance and professional development opportunities is calculated by: the proxy (\$2,203.14), factored by number of support/training days (72), over duration (four years) and retained learning for each given year.

The value created is extended over four years as delivery was educational in nature and learning would be retained, with 25% drop-off to account for decline of retained learning so that by year four, 25% of the value of the original learning is retained. There is no attribution as CUFA and OCCUL were the only parties involved, details of the value created over four years is described below.

Year	% of retained learning	Value created
One	100%	\$158,626.08
Two	75%	\$118,969.56
Three	50%	\$79,313.04
Four	25%	\$39,656.52
Total		\$396,565.20

Result: \$396,565.20 of value is created

4. Value created from annual OCCUL memberships is calculated by:
Total membership fees (\$4,600.00), factored by duration (one year).

Result: \$4,600.00 of value is created.

Overall implementation effectiveness is calculated by sum of the value four outputs outlined above.

Result: \$433,164.31 of value is created for implementation effectiveness.

Value creation driver: Indirect partners of this project

At the time this report was written, no data was available to measure the impacts generated for the projects indirect recipients and has therefore not been assessed in this report.

Oceania Confederation of Credit Union Leagues (OCCUL)	
Summary of value created	
Direct economic activity of project operations [i]	\$107,953.00
Recognising implementation effectiveness of recipients [A]	\$433,164.31
Total Value Created [ii=A]	\$433,164.31
Total Input costs [i]	\$107,953.00
Value created for every \$1 invested [ii/i]	\$4.01

For full details please refer to this project's Value Creation Map in Appendix 3.

Village Entrepreneur Program – Australia, Cambodia and Timor-Leste

PROGRAM OVERVIEW

The ultimate goal of the Village Entrepreneur program is to provide the opportunity for financial institution members in rural Cambodia or Timor-Leste who are too poor to qualify for a loan to start or expand a micro-business so they can help lift themselves out of poverty.

Through financial support from a Community Investor⁸¹, Village Entrepreneurs over a three year period are provided with quarterly training and support in business vocational skills that assists them to develop a sustainable business income to support themselves and their families.

Each quarter Village Entrepreneurs (VEs) complete a business progress report which monitors their business progress including income, savings, business profit and expenditure. The recording of this data provides tracked progress towards sustainability and at the two and a half year mark; an assessment is conducted to determine whether a VEs business is sustainable.

Community Investors receive a copy of the quarterly progress report which includes details of the expenditure, savings and profits, as well as details on how the extra business profit has supported the Village Entrepreneur and their family.

The desired outcomes of the program are:

- To provide the opportunity for the poorest of the poor to start-up or expand an existing micro-business;
- To provide VEs with training and support to ensure they have the necessary skills and knowledge to operate a successful and sustainable micro-business that will provide the opportunity for the VE and their family to have a brighter future;
- To provide the opportunity for participating community owned financial institutions to leverage from the program through increase savings and membership numbers, which in turn will deliver benefits to the entire community; and
- To engage CIs to the program and CUFA's work through receive regular updates via CUFA's communication channels.

The factors that potentially drive value creation for partners are discussed in these sections of this programs report:

- Direct economic activity of program operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this program.

⁸¹ Community Investor support is \$1,332 over three years, equivalent to \$37 a month

Direct partners are those that are immediately impacted by or directly related to this program, and form the core focus of this report. VEs that receive CUFA's training and support are core direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that could be impacted by the program, and are not the intended primary recipients of program outputs. These partners may have a relationship with CUFA's direct partners, for example VE families and the wider community who could also benefit from linkages to this program.

Key highlights of the project for the 2013/14 include⁸²:

- A 17% increase in the number of Village Entrepreneurs supported, with the average family income increasing by 38% between the 2012/13 and 2013/14 financial years.
- 78% of Village Entrepreneurs are women and 9% have a disability.
- On average each Village Entrepreneur is 40 years old when they join the program and their micro-business supports on average a household of six people.

This report examines the value created by this project for the 2013/14 financial year, by assessing primary project data and information available.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of program operations

CUFA's total program expenditure in the 2013/14 financial year was \$144,246.88⁸³. This was primarily financial input directly into the Cambodian and Timor-Leste domestic economies, for example: VE funding disbursements; staffing; staff support and training; service delivery and transport. Australian based expenditure allocated to the program was for program support.

This investment has created and sustained employment and livelihoods, which in turn builds skills, supports families' and assists economies to grow stronger.

⁸² CUFA (2014), Annual Report, p. 17

⁸³ CUFA (2014), Annual Report, p.32

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of program operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

Value creation driver: Training and support to recipients

Each VE receives training and support to establish and grow their business. VEs firstly undertake a program induction and initial training session to help them establish a basic business work plan which involves setting up basic goals for the next three months, and mapping out how they intend to grow their business, attract customers and manage their business. VEs then receive training and support every three months, where progress is reviewed⁸⁴.

Value is created as each VE completes a training and support session: they receive both group based training and one-on-one support; they engage in a positive learning environment; and are linked to mentors when needed, who provide additional advice, networks and support. The proxy applied to value the delivery of training and support to VEs is defined as the value of each month's CI contribution; \$37. While a unit cost may be indicative of what each support session is worth, one month's support better embraces the value of support undertaken, as it equips the VE to undertake specific activities for the coming three months. During 2013/14 financial year, 98⁸⁵ VE support sessions were provided to all VEs.

While there is an element of learning involved, the main purpose of each support session is to support the VE and set them up for the following three months, and this is measured as lasting for one year⁸⁶. As CUFA was the only provider of business support services specifically for members of community owned financial institutions in both Cambodia and Timor-Leste, and with no previous delivery to these communities, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, in other words nothing would have happened in CUFA's absence; and no other party was involved so value created cannot be attributed to them.

Value created by training and support to recipients is calculated by, monthly value of CI support (\$37), factored by number of VE support/training sessions provided (98).

Result: \$3,626.00 of value is created.

This represents 0.72% of overall value created by this program.

Full details of this component's calculation can be found in the program's Value Creation Map in Appendix 3.

Value creation driver: Recognising implementation effectiveness of recipients

VEs are expected to work towards building their small business towards sustainability where it is able to support the VE and their dependents without further input from CUFA and their Community Investor. Their ability to apply learning and advice, and their own skills, will grow and strengthen their business. Generally, the financial performance of each VEs small business indicates their ability to implement the program's learning outcomes.

⁸⁴ CUFA (2014), Village Entrepreneur Program Project Plan, p.13

⁸⁵ CUFA (2013/14), monthly reports, Cambodia and Timor-Leste

⁸⁶ CUFA (2011) Social Return on Investment Report

To determine the value created by implementation effectiveness, three outputs are assessed as follows:

1. If the VEs business income matches or exceeds the level of support that CIs contribute, this could be seen as the baseline of effectiveness or earning value: the point at which value starts to be created by effective implementation as a result of the program. Analysis of the program's quarterly monitoring reports for this period indicates that 123 VEs achieved this average or higher for four support periods or longer, which suggests consistency and or growth of business income. The 123 VEs earned an average profit of \$1,431.15, the proxy for this value change.

The value created is therefore calculated by: average value of surplus reported (\$1,431.15), factored by number of VEs active at this level (123), factored by duration (one year).

Result: \$176,031.06 of value is created

2. VEs that are generating a business surplus (deducting business expenditure from income) at a level that is consistent or reliable for a demonstrated period of time, and is sufficient to support themselves and at least another person above the poverty line without further support, could be considered sustainable and the value could be created on an ongoing basis.

To 30 June 2014, 22 VEs achieved this and a proxy of minimum annual profit to remain out of poverty for two people of \$1,460 is applied (365 days x two people x \$2 per day). Similar to learning, the value could be sustained for five years⁸⁷ or more, and for this assessment, sustainability is valued over five years with no allowance made for drop off, as VE families' have the capability to take over business operations if the VE themselves cannot operate the business.

The value created is therefore calculated by: Annual income based on minimum income of \$2 per person per day (for two people) over one year (\$1,460.00), factored by number of VEs achieving sustainability (22), factored by duration (five years).

Result: \$160,600.00 of value is created.

3. Additional value is also created as awareness and engagement with the CI program grows. To demonstrate this, during the 2013/14 financial year, the program attracted 40 new CIs compared to the 2012/13 financial year, resulting in an additional \$444⁸⁸ per CI in the 2013/14 financial year.

The value created is therefore calculated by: Increase in annual support per new CI (\$444), factored by increase in number of CIs (40), factored by duration (one year).

Result: \$17,760.00 of value is created.

⁸⁷ CUFA (2011) Social Return on Investment Report

⁸⁸ \$444 is the annual contribution per CI

Value created by implementation effectiveness is assessed by the sum of these three elements: Earnings exceed the value of Community Investor contributions (\$176,031.06); Village Entrepreneurs receive long-term financial independence (\$160,600.00) and improved relationships with Community Investors (\$17,760.00).

Result: \$354,391.06 of value is created.

This represents 70.62% of overall value created by this program.

For full details please refer to this program’s Value Creation Map in Appendix 3.

Value creation driver: Indirect partners of this program

CUFA’s VE program operates to strengthen the capacity of community owned financial institutions to improve accessibility to trusted, affordable and reliable financial services. These are intended to benefit individuals and the wider community.

While CUFA does not currently record data on the impacts of the program on the wider community, information is gathered during quarterly support visits. As part of the business progress assessments, VEs frequently share information about how the program has impacted their lives. The most common impacts that the program has on VEs lives is the profit earned allows them the opportunity to access improved health care; better educational opportunities for their children (such as ability to pay school fees and purchase school materials); ability to afford more fresh food for their family; and better household conditions through repairs and maintenance to their houses that they could not previously afford.

The value created by indirect partners is therefore calculated by: 100% of average profit reported (\$715.57⁸⁹), factored by the number of active VEs (201), factored by duration (one year).

Result: \$143,830.25 of value is created.

This represents 28.66% of overall value created by this program.

Village Entrepreneur Program Summary of value created	
Direct economic activity of program operations [i]	\$144,246.86
Delivery of training and support to recipients [A]	\$3,626.00
Recognising implementation effectiveness of recipients [B]	\$354,391.06
Indirect partners of this program [C]	\$143,830.25
Total Value Created [ii =A+B+C]	\$501, 847.31
Total Input costs [i]	\$144,246.86
Value created for every \$1 invested [ii/i]	\$3.48

For full details please refer to this program’s Value Creation Map in Appendix 3.

⁸⁹ CUFA (2013/14) business progress reports

Reaching an Independent Economic Life - Cambodia

PROJECT OVERVIEW

Since late 2012 CUFA has been providing communities relocated as part of a major Cambodian railways project with much needed financial literacy training, under the Reaching an Independent Economic Life (RIEL) project. RIEL is funded by the Australian Aid Program and is an important step to help build economic independence for relocated families.

The railway project involves rebuilding the railway line and linking the capital, Phnom Penh to the main port in the south, Sihanoukville, and up to the Thai border. Approximately 4,000⁹⁰ families who were living close to or on the railway tracks have been affected by the rail construction and 1,000 of these needed to be relocated to make the rebuilding possible.

RIEL is one of several projects created to improve the living standards and lives of those who have been relocated, and the project's goal is to increase the financial skills of relocated families, so that they will be in a better position to invest in their businesses, manage their finances, pay debts and make more sound financial decisions in the future.

Over the past two years CUFA has provided 375⁹¹ households living in Phnom Penh, Battambang, Pursat, Poi Pet and Sihanoukville with training in: understanding financial concepts; family budgeting; sensible borrowing or managing debt repayments; setting and achieving financial goals; micro-business development; financial budgeting; spending and savings; and children's financial literacy.

The factors that drive value creation for partners are discussed in these sections of this projects report:

- Direct economic activity of project operations;
- Delivery of training and support to recipients;
- Recognising implementation effectiveness of recipients; and
- Indirect partners of this project.

Direct partners are those that are immediately impacted by or directly related to this project, and form the core focus of this report. Households receiving financial literacy education and support are core direct partners, and value created can be clearly linked to CUFA's activities.

Indirect partners are those that could be impacted by the project, and are not the intended primary recipients of project outputs. These partners may have a relationship with CUFA's direct partners, for example resettled families and the wider community who could also benefit from linkages to this project.

⁹⁰ Asia Development Bank (2012). Greater Mekong Subregion Rehabilitation of the Railway in Cambodia, Briefing Sheet

⁹¹ CUFA (2013/14), Annual Report, p. 15

Achievements for the year include⁹² :

- Delivered 933 hours of one-to-one financial counselling sessions as well as 193 financial counselling sessions as well as 193 financial helpline sessions, helping 285 families to reduce their debt levels over the past 12 months.
- Delivered 991 training sessions to 375 households to assist them in developing family budgets, managing debt repayments, and setting financial goals and sensible borrowing, resulting in 353 families preparing a household budget.
- Provided the opportunity for two men and five women who have been resettled to be supported under CUFA's Village Entrepreneur program.

To determine value created for partners, a series of factors are considered and analysed:

Inputs	Are what we invested
Outputs	Are a result of the work we do
Duration	Is how long (usually in years) an outcome lasts after the intervention
Change proxy	Is an appropriate financial approximation of value where an exact measure is often social in nature and intangible
Drop-off	Is where an outcome lasts for more than the period of the investment and the quantity of the outcome reduces over time
Alternatives	Are what would have happened if CUFA was not involved
Net Value Created	Is the calculation of total value created for the partner

Value creation driver: Direct economic activity of project operations

CUFA's total project expenditure in the 2013/14 financial year was \$162,474.24⁹³. This was primarily financial input directly into the Cambodian economy, for example: staffing; travel; support and training.

This investment has directly benefited the local economy and resulted in households reducing their debt levels, increasing their savings and developing family budgets.

No assessment of direct economic impact has taken place, and for the purpose of simplicity and transparency, value created by direct economic activity of project operations is taken at face value for the year of expenditure only, with no external factors of deadweight or attribution applied, with \$1 value created for each \$1 invested.

⁹² CUFA (2014), Annual Report, p.15

⁹³ CUFA (2014), Annual Report, p. 44

Value creation driver: Training and support to recipients

Each household supported under the project receives financial training and financial counselling to assist them in developing family budgets, managing debt repayments, setting financial goals and sensible borrowing, the delivery of a financial helpline is also available. Value is created as households receive group training as well as one-to-one counselling and support; they engage in a positive learning environment; and provided the opportunity to call a financial counselling service if needed.

During the 2013/14 financial year, 375⁹⁴ resettled households were expected to receive training and support. While there is an element of learning involved, the main purpose of the training and counselling sessions is for households to increase their savings and to reduce their debt levels. To determine the value creation for training and support, an average savings increase of two years has been applied, average savings increase is expected to last two years, and average annual reduction in debt is also expected to last a year⁹⁵.

As CUFA was the only provider of financial training and counselling for resettled households, and no previous delivery of these services to these communities was provided, no factoring of external influence is applied. Essentially participants had no alternative to access learning and support of this nature, in other words nothing would have happened in CUFA's absence; and no other party was involved of work of this nature so value cannot be attributed to another party.

To determine the value creation for training and support to recipients an assessment of the raised awareness in financial literacy by households has taken place. Value created is calculated by: budgeted unit cost to support each house (\$433.26⁹⁶), factored by number of households reached (375), over duration (two years).

Year	% of retained training	Value created
One	100%	\$162,474.24
Two	50%	\$81,237.12
Total		\$243,711.36

Result: \$234,711.36 of value is created.

This represents 18.99% of overall value created by this program.

Value creation driver: Recognising implementation effectiveness of recipients

Resettled families as a result of training and counselling services are expected to have raised awareness and improved skills with money and savings, and the learning outcomes are measured by the average annual savings increase per household as well as the average annual reduction in debt over a two year period.

⁹⁴ CUFA (2013/14), quarterly reporting

⁹⁵ CUFA (2014) Children's Financial Literacy sample data

⁹⁶ CUFA (2014) Annual Report, p. 32 and CUFA (2013/14) quarterly reports

The value created by resettled households applying learning to find new ways to start saving is calculated by: average annual savings increase per household (\$704.52⁹⁷) factored by number of households (375), over duration (two years) and retained learning for each given year.

Year	% of retained training	Value created
One	100%	\$264,195.00
Two	50%	\$132,097.50
Total		\$396,292.50

Result: \$396,292.50 of value is created.

This represents 30.87% of overall value created by this project.

Value creation driver: Indirect impacts

The value of the expected change of the indirect impacts on resettled households measures the raised awareness and improved skills with debt reduction and ability to apply learning and find ways to reduce debt.

The value created for indirect impacts of resettled households is calculated as follows: average annual reduction in debt (\$1,716.36), factored by number of households (375), over duration (one year).

Result: \$643,635.00 of value is created for indirect impacts.

This represents 50.14% of overall value created by this project.

Reaching an Independent Economic Life (RIEL) Summary of value created	
Direct economic activity of project operations [i]	\$162,474.24
Delivery of training and support to recipients [A]	\$243,711.36
Recognising implementation effectiveness of recipients [B]	\$396,292.50
Indirect partners of this project [C]	\$643,635.00
Total Value Created [ii=A+B+C]	\$1,283,638.86
Total Input costs [i]	\$162,474.24
Value created for every \$1 invested [ii/i]	\$7.90

For full details please refer to this project's Value Creation Map in Appendix 3.

⁹⁷ CUFA (2013/14), quarterly reports

Appendix 3: Value creation map





Value Creation Map - Building Institutional Capacity - Credit Union Outreach - Cambodia

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14	\$56,148.69	Financial input into domestic economy, for example: staffing, accommodation, travel, staff support and training	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditure	1	CUFA Project accounts	\$56,148.69	\$56,148.69	1
Value Created By Training And Support										
Training recipients	\$0.00	NGO practitioners acquire specialised training skills appropriate to their needs	Curriculum development and distribution, and provision of support to enable Financial Institution to improve governance, management and operational efficiency	NGO practitioners are provided with training, and then on-train to financial institution practitioners in the field	Number of NGO practitioner training days	296	Budgeted unit cost of training each recipient	\$203.44	\$60,217.44	4
Value Created By Implementation Effectiveness										
Financial institution board and committee members	\$0.00	Financial Institution provides members with reliable services and trustworthy leaders	Staff and management acquire enhanced operational skills	Staff and management with enhanced leadership and management skills	Number of staff and management receiving on training to acquire and improve knowledge	432	KH GNI as Full Time Employee equivalence by overall implementation effectiveness (KH GNI \$894.9/5%)	\$44.75	\$19,329.84	1
Indirect Impacts (Demonstrations Of Value Created By Sample Group Of Recipients)										
Financial institution staff	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members as they learn that their savings are more secure in a financial institution	Membership increase	709	Average member savings increase	\$288.31	\$204,413.39	4
Financial institution members	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members accessing services	Value is returned to members as interest on savings deposits	5%	Members receive interest on their deposits	\$1,390,684.94	\$67,903.00	4
Financial institution Board and Management	\$0.00	Improve skills and knowledge to better govern, manage and provision the financial institution, contributing to improved staff and member skill, awareness, motivation and trust; and improved financial performance	Onsite training and implementation sessions	Improved governance & management practice leads to better financial performance by reducing risk	Annual Reduction in loan delinquency	0.28%	Loan portfolio impacted by loan delinquency rate reduction (from 0.45 to 0.17 in 1 year)	\$2,283,645.00	\$6,394.21	1

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$56,148.69
Annual Impact	0%	\$56,148.69	\$0.00	\$0.00	\$0.00	\$0.00	\$56,148.69	0%	0%	\$56,148.69	
											\$150,543.59
Estimated years that learning will be retained and applied	25%	\$60,217.44	\$45,163.08	\$30,108.72	\$15,054.36	\$0.00	\$150,543.59	0%	0%	\$150,543.59	17.57%
											\$19,329.84
Annual impact	0%	\$19,329.84	\$0.00	\$0.00	\$0.00	\$0.00	\$19,329.84	0%	0%	\$19,329.84	2.26%
											\$687,185.18
Estimated average length of savings	25%	\$204,413.39	\$153,310.04	\$102,206.70	\$51,103.35	\$0.00	\$511,033.48	0%	0%	\$511,033.48	80.18%
Estimated average length of savings	25%	\$67,903.00	\$50,927.25	\$33,951.50	\$16,975.75	\$0.00	\$169,757.50	0%	0%	\$169,757.50	
Annual impact	100%	\$6,394.21	\$0.00	\$0.00	\$0.00	\$0.00	\$6,394.21	0%	0%	\$6,394.21	
										i)Total Input Costs	\$56,148.69
										ii)Total Stakeholder Value Created	\$857,058.61
										ii/i) Value created for every \$1 invested	\$15.26

Value Creation Map - Building Institutional Capacity - Credit Union Outreach - Timor-Leste Reporting Timeframe - FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]
Economy									
CUFA Expenditure 2013-14	\$37,223.29	Financial input into domestic economy, for example: staffing, accommodation, travel, support.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditure	1	CUFA Project Accounts	\$37,223.29	\$37,223.29
Value Created By Training And Support									
NGO Training Recipients CUFA Training 2013-14	\$0.00	NGO practitioners acquire specialised training skills appropriate to their needs	Curriculum development and distribution, and provision of support to enable financial institutions to improve governance, management and operational efficiency	NGO practitioners are provided with training, and then on-train to financial institution practitioners in the field	Number of NGO practitioner training days	368	Budgeted unit cost of training each recipient (23*2*2 training days)	\$404.60	\$148,893.16
Value Created By Implementation Effectiveness									
Financial institution training recipients, NGO practitioner training (2013-14)	\$0.00	Provision to enable financial institutions to acquire and improved knowledge, skill and ability; and to transfer same to others	Practitioners with enhanced leadership and management/ operational skills	Practitioners with enhanced leadership and management/ operational skills	Number of financial institution people receiving on-training to acquire and improve knowledge	228	TL GNI as Full Time Employee equivalence by overall implementation effectiveness (TL GNI \$3,372.36 @ 10%)	\$337.24	\$76,889.81
Indirect Impacts (Demonstrations Of Value Created By Recipient Financial Institutions)									
Financial institution staff	\$0.00	Improve skills and knowledge to better promote the financial institutions and provide services and support to members	Onsite training and implementation sessions	Improved reputation and reach attracts more members	Increased membership	326	Average member savings increase	\$22.74	\$7,413.24
Financial institution members	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members accessing services	Value is returned to members as interest on savings deposits	4%	Total savings	\$1,224,164.40	\$48,966.58
Financial institution Board and Management	\$0.00	Improve skills and knowledge to better govern, manage and provision the financial institutions, contributing to improved staff and member skill, awareness, motivation and trust; and improved financial performance	Onsite training and implementation sessions	Improved governance practice leads to better financial performance by reducing risk	Reduction in loan delinquency	2%	Loan portfolio impacted by loan delinquency rate reduction	\$1,054,717.39	\$21,094.35

Outcome Exists For This Many Years	Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
												\$37,223.29
1	Annual Impact	100%	\$37,223.29	\$0.00	\$0.00	\$0.00	\$0.00	\$37,223.29	0%	0%	\$37,223.29	
												\$372,232.90
4	Estimated years that learning will be retained and applied	25%	\$148,893.16	\$111,669.87	\$74,446.58	\$37,223.29	\$0.00	\$372,232.90	0%	0%	\$372,232.90	57.30%
												\$115,334.71
2	Estimated years that learning will be retained and applied	50%	\$76,889.81	\$38,444.90	\$0.00	\$0.00	\$0.00	\$115,334.71	0%	0%	\$115,334.71	17.75%
												\$162,043.89
4	Annual impact	25%	\$7,413.24	\$5,559.93	\$3,706.62	\$1,853.31	\$0.00	\$18,533.10	0%	0%	\$18,533.10	24.94%
4	Estimated average length of savings	25%	\$48,966.58	\$36,724.93	\$24,483.29	\$12,241.64	\$0.00	\$122,416.44	0%	0%	\$122,416.44	
1	Annual impact	100%	\$21,094.35	\$0.00	\$0.00	\$0.00	\$0.00	\$21,094.35	0%	0%	\$21,094.35	
											i) Total Input Costs	\$37,223.29
											ii) Total Stakeholder Value Created	\$649,611.50
											ii/i) Value created for every \$1 invested	\$17.45

Value Creation Map Building - Institutional Capacity - Credit Union Development - Cambodia

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14	\$245,623.24	Financial input into domestic economy, for example: labour, materials, staffing, accommodation, travel, support and training.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditures	1	CUFA Project Accounts	\$245,623.24	\$245,623.24	1
Value Created By Training And Support										
Support Recipients CUFA CU Development training	\$0.00	Support provided will assist partnersto promote and raise awareness of the benefits of membership.	Evaluate and select qualifying communitis	Qualified communities are supported to promote the building of financial institutions and memberships	Number of financial institutions set up	21	Average annual savings of financial institutions	\$1,147.52	\$24,097.92	4
Training Recipients CUFA Training Provision 2013-14	\$0.00	Partners acquire specialised training skills appropriate to their needs	Curriculum development and distribution, and provision of support to enable credit unions to improve governance, management and operational efficiency	NGO practitioners are provided with training, and then on-train to CFI practitioners in the field	Number of training days	432	Budgeted unit cost of training each recipient (120 training days)	\$2,046.86	\$884,243.66	4
Value Created By Implementation Effectiveness										
Training and support	\$0.00	Stakeholders acquire specialised training skills appropriate to their needs	Measuring training effectiveness	Partners are saving money	Number of savers	972	Average member savings	\$24.79	\$24,097.98	1
Indirect Impacts										
Financial institution staff	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members as they learn that their savings are more secure in a financial institution	Membership increase	736	Average member savings increase	\$21.55	\$15,858.16	4
Financial institution members	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members accessing services	Value is returned to members as interest on savings deposits	0%	Members receive interest on their deposits	\$0.00	\$0.00	4
Financial institution Board and Management	\$0.00	Improve skills and knowledge to better govern, manage and provision the financial institution, contributing to improved staff and member skill, awareness, motivation and trust; and improved financial performance	Onsite training and implementation sessions	Improved governance & management practice leads to better financial performance by reducing risk	Annual Reduction in loan delinquency	0%	Loan portfolio impacted by loan delinquency rate reduction	\$13,617.40	\$0.00	1

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$245,623.24
Annual Impact	0%	\$245,623.24	\$0.00	\$0.00	\$0.00	\$0.00	\$245,623.24	0%	0%	\$245,623.24	
											\$2,270,853.96
Estimated years that learning will be retained and applied	25%	\$24,097.92	\$18,073.44	\$12,048.96	\$6,024.48	\$0.00	\$60,244.80	0%	0%	\$60,244.80	97.27%
Estimated years that learning will be retained and applied	25%	\$884,243.66	\$663,182.75	\$442,121.83	\$221,060.92	\$0.00	\$2,210,609.16	0%	0%	\$2,210,609.16	
											\$24,097.98
Annual Impact	100%	\$24,097.98	\$0.00	\$0.00	\$0.00	\$0.00	\$24,097.98	0%	0%	\$24,097.98	1.03%
											\$39,645.39
Estimated average length of savings	25%	\$15,858.16	\$11,893.62	\$7,929.08	\$3,964.54	\$0.00	\$39,645.39	0%	0%	\$39,645.39	1.70%
Estimated average length of savings	25%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%	0%	\$0.00	
Annual impact	100%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%	0%	\$0.00	
										i) Total Input Costs	\$245,623.24
										ii) Total Stakeholder Value Created	\$2,334,597.33
										ii/i) Value created for every \$1 invested	\$9.50

Value Creation Map - Building Institutional Capacity - Credit Union Development - Timor-Leste

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]
Economy									
CUFA Expenditure 2013-14	\$199,196.00	Financial input into domestic economy, for example: labour, materials, staffing, accommodation, travel, support and training.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditures	1	CUFA Project Accounts	\$199,196.00	\$199,196.00
Value Created By Training And Support									
Support recipients CUFA Outreach training	\$0.00	Support provided will assist financial institutions to promote and raise awareness of the benefits of membership.	Evaluate and select qualifying communities	Qualified communities are supported to promote the building of financial institution and memberships	Number of financial institutions set up	12	Average annual savings of financial institutions	\$2,468.75	\$29,625.00
Training recipients CUFA Training 2013-14	\$0.00	Partners acquire specialised training skills appropriate to their needs	Curriculum development and distribution, and provision of support to enable financial institutions to improve governance, management and operational efficiency	NGO practitioners are provided with training, and then on-train to financial institution practitioners in the field	Number of training days	468	Budgeted unit cost of training each recipient (120 training days)	\$1,659.97	\$776,864.40
Value Created By Implementation Effectiveness									
Training recipients CUFA training 2013-14	\$0.00	Partners acquire specialised training skills appropriate to their needs	Measuring training effectiveness	Partners are saving money	Number of savers	288	Average member savings	\$92.45	\$26,625.00
Indirect Impact									
Financial institution staff	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members as they learn that their savings are more secure than traditional methods	Average increase in savings	49	Average member savings increase	\$420.62	\$20,610.50
Financial institution members	\$0.00	Improve skills and knowledge to better promote the financial institution and provide services and support to membership	Onsite implementation support by CUFA sustains learning and skills development	Improved reputation and reach attracts more members accessing services	Value is returned to members as interest on savings deposits	0%	Members receive interest on their deposits	\$0.00	\$0.00
Financial institution Board and Management	\$0.00	Improve skills and knowledge to better govern, manage and provision the financial institution, contributing to improved staff and member skill, awareness, motivation and trust; and improved financial performance	Onsite training and implementation sessions	Improved governance & management practice leads to better financial performance by reducing risk	Annual Reduction in loan delinquency	0%	Loan portfolio impacted by loan delinquency rate reduction	\$13,283.90	\$0.00

Outcome Exists For This Many Years	Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
												\$199,196.00
1	Annual Impact	0%	\$199,196.00	\$0.00	\$0.00	\$0.00	\$0.00	\$199,196.00	0%	0%	\$199,196.00	
												\$2,016,223.50
4	Estimated years that learning will be retained and applied	25%	\$29,625.00	\$22,218.75	\$14,812.50	\$7,406.25	\$0.00	\$74,062.50	0%	0%	\$74,062.50	
4	Estimated years that learning will be retained and applied	25%	\$776,864.40	\$582,648.30	\$388,432.20	\$194,216.10	\$0.00	\$1,942,161.00	0%	0%	\$1,942,161.00	96.27%
												\$26,625.00
1	Annual Impact	100%	\$26,625.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,625.00	0%	0%	\$26,625.00	1.27%
												\$51,526.25
4	Estimated average length of savings	25%	\$20,610.50	\$15,457.88	\$10,305.25	\$5,152.63	\$0.00	\$51,526.25	0%	0%	\$51,526.25	
4	Estimated average length of savings	25%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%	0%	\$0.00	2.46%
1	Annual impact	100%	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0%	0%	\$0.00	
											i) Total Input Costs	\$199,196.00
											ii) Total Stakeholder Value Created	\$2,094,374.75
											ii/i) Value created for every \$1 invested	\$10.51

Value Creation Map - Children's Financial Literacy - Cambodia

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14	\$85,310.74	Financial input into domestic economy, for example: staffing, accommodation, travel, staff support and training	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditure	1	CUFA Project Accounts	\$85,310.74	\$85,310.74	1
Value Created By Training And Support										
Students receiving CUFA training 2013-14	\$0.00	Provision to schools and school children to raise awareness and skills about money and saving	Provide financial literacy classes to school children	Children receiving financial literacy education	Number of children reached	12,248	Budgeted unit cost of teaching each student (12,000 students)	\$7.11	\$87,073.83	2
Value Created By Implementation Effectiveness										
Students	\$0.00	Students have raised awareness and improved skills with money and savings	Students apply learning and find ways to start saving	Students start saving habits	Number of new student savers	7,716	Average annual savings per student	\$5.00	\$38,581.20	2
Indirect Impacts										
Student's Family	\$0.00	Awareness or learning from student could start savings and habits in other family members	Family members apply learning and find ways to start saving	Family members start saving habits	Number of new parent savers (75%) (=2 people)	9,186	Average annual savings of new family member savers	\$2.50	\$22,965.00	0.5
Student's Family	\$0.00	As Above	As Above	As Above	Number of new parent & sibling savers (60%) (=3 people)	7,349	Average savings of new family member savers	\$2.50	\$18,372.00	0.5
Student's Family	\$0.00	As Above	As Above	As Above	Number of new sibling savers only (80%) (=1 person)	9,798	Average savings of new family member savers	\$2.50	\$24,496.00	0.5

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$85,310.74
Annual Impact	100%	\$85,310.74	\$0.00	\$0.00	\$0.00	\$0.00	\$85,310.74	0%	0%	\$85,310.74	
											\$130,610.74
Estimated years that learning will be retained and applied	50%	\$87,073.83	\$43,536.91	\$0.00	\$0.00	\$0.00	\$130,610.74	0%	0%	\$130,610.74	58.99%
											\$57,871.80
Estimated years that learning will be retained and applied	50%	\$38,581.20	\$19,290.60	\$0.00	\$0.00	\$0.00	\$57,871.80	0%	0%	\$57,871.80	26.14%
											\$32,916.50
Estimated period that learning will be retained and applied	100%	\$11,482.50	\$0.00	\$0.00	\$0.00	\$0.00	\$11,482.50	0%	0%	\$11,482.50	14.87%
Estimated period that learning will be retained and applied	100%	\$9,186.00	\$0.00	\$0.00	\$0.00	\$0.00	\$9,186.00	0%	0%	\$9,186.00	
Estimated period that learning will be retained and applied	100%	\$12,248.00	\$0.00	\$0.00	\$0.00	\$0.00	\$12,248.00	0%	0%	\$12,248.00	
										i)Total Input Costs	\$85,310.74
										ii)Total Stakeholder Value Created	\$221,399.04
										i/ii) Value created for every \$1 invested	\$2.60

Value Creation Map - Oceania Confederation of Credit Union Leagues - Pacific Region

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14	\$66,182.05	Financial input into domestic economy, for example: educational materials, staffing, accommodation, travel, governance, communication and engagement.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditures	1	CUFA Project Accounts	\$66,182.05	\$66,182.05	1
CUFA Expenditure 2013-14	\$41,770.95	Financial input into domestic economy, for example: educational materials, staffing, accommodation, travel, support and training.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditures	1	CUFA Project Accounts	\$41,770.95	\$41,770.95	1
Value Created By Implementation Effectiveness										
OCCUL Board and Staff	\$0.00	To unify and strengthen the credit union movement across the Pacific region by developing leagues and federations. Providing voice and international representation to the credit union movement.	OCCUL board and staff have greater capacity to conduct events as sustainable income streams	Improved leadership and logistics capability	Capacity to independently conduct primary activities	30%	Registration income from 2014 Challenge Event	\$13,600.00	\$4,080.00	1
OCCUL Board and Staff	\$0.00	As Above	As Above	As Above	Capacity to independently conduct primary activities	30%	Donation income from 2014 Challenge Event	\$14,485.00	\$4,345.50	1
OCCUL Board and Staff	\$0.00	As Above	As Above	As Above	Capacity to independently conduct primary activities	30%	Income from annual congress event	\$78,578.69	\$23,573.61	1
Membership Credit Union Organisations	\$0.00	A representative body that will train, assist and organise the credit union movement among the Pacific.	Country familiarisation and research, and Technical Assistance provision	In country visits, and technical assistance cases provided	Number of visits provided	72	Delivery cost	\$2,203.14	\$158,626.08	4
Membership Credit Union Organisations	\$0.00	Improved awareness and trust of OCCUL, through engagement and membership, contributes to improved financial performance and sustainability	Membership income as potential core income stream to fund technical assistance	Effective promotional activity engages potential membership	Number of members attracted	34	Annual Membership fees	\$135.29	\$4,600.00	1

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$107,953.00
Annual Impact	0%	\$66,182.05	\$0.00	\$0.00	\$0.00	\$0.00	\$66,182.05	0%	0%	\$66,182.05	
Annual Impact	0%	\$41,770.95	\$0.00	\$0.00	\$0.00	\$0.00	\$41,770.95	0%	0%	\$41,770.95	
											\$433,164.31
Annual Income	100%	\$4,080.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,080.00	0%	0%	\$4,080.00	100.00%
Annual Income	100%	\$4,345.50	\$0.00	\$0.00	\$0.00	\$0.00	\$4,345.50	0%	0%	\$4,345.50	
Annual Income	100%	\$23,573.61	\$0.00	\$0.00	\$0.00	\$0.00	\$23,573.61	0%	0%	\$23,573.61	
Estimated years that learning will be retained and applied	25%	\$158,626.08	\$118,969.56	\$79,313.04	\$39,656.52	\$0.00	\$396,565.20	0%	0%	\$396,565.20	
Annual Income	100%	\$4,600.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,600.00	0%	0%	\$4,600.00	
										i)Total Input Costs	\$107,953.00
										ii)Total Stakeholder Value Created	\$433,164.31
										ii/i) Value created for every \$1 invested	\$4.01

Value Creation Map - Village Entrepreneur Program- Australia, Timor-Leste and Cambodia

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14 Financial Year	\$144,246.86	Financial input into domestic economy, for example: educational materials, staffing, accommodation, travel, support and training.	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditures	1	CUFA Project Accounts	\$144,246.86	\$144,246.86	1
Value Created By Training And Support										
Village Entrepreneurs	\$0.00	Village Entrepreneurs gain business skills and knowledge	Quarterly support and training	Improve skills and awareness to conduct a small business	Number of active VE support sessions provided	98	Monthly value of CI support	\$37.00	\$3,626.00	1
Value Created By Implementation Effectiveness										
Village Entrepreneurs	\$0.00	Earnings exceed the value of Community Investor contributions	VE's start earning more than the Community Investor support they receive	VE applies funds to develop an existing business or start another	Number of VEs active at this level	123	Average value of surplus reported	\$1,431.15	\$176,031.06	1
Village Entrepreneurs	\$0.00	Long Term Financial Independence	A Village Entrepreneur achieves sustainability and no longer requires Community Investor Support	The VEs business has grown in capacity to become stable, consistent and ability to adequately support the VE and family	Number of VEs achieving sustainability	22	Annual income based on minimum income of \$2 a day for 2 people	\$1,460.00	\$32,120.00	5
Community Investors	\$0.00	Increased awareness and respect of CUFA itself, and of development & capacity building needs; potentially increased support level	Improved relationships with community investors; improved reputation	Increased support contributes to program sustainability	Increase in number of CIs	40	Increase in annual support per CI	\$444.00	\$17,760.00	1
Indirect Impacts (Demonstrations Of Value Created By Recipient Community Owned Financial Institutions)										
Village Entrepreneurs' Family	\$0.00	Improved living standards	Surplus funds (business profit) are directed to family support	Improvement of food, hygiene, clothing, shelter and education	Number of VEs active at this level	201	100% of average profit reported	\$715.57	\$143,830.25	1

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$144,246.86
Annual Impact	0%	\$144,246.86	\$0.00	\$0.00	\$0.00	\$0.00	\$144,246.86	0%	0%	\$144,246.86	
											\$3,626.00
Annual impact	0%	\$3,626.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,626.00	0%	0%	\$3,626.00	0.72%
											\$354,391.06
Annual impact	0%	\$176,031.06	\$0.00	\$0.00	\$0.00	\$0.00	\$176,031.06	0%	0%	\$176,031.06	70.62%
Annual impact	0%	\$32,120.00	\$32,120.00	\$32,120.00	\$32,120.00	\$32,120.00	\$160,600.00	0%	0%	\$160,600.00	
Annual impact	0%	\$17,760.00	\$0.00	\$0.00	\$0.00	\$0.00	\$17,760.00	0%	0%	\$17,760.00	
											\$143,830.25
Annual impact	0%	\$143,830.25	\$0.00	\$0.00	\$0.00	\$0.00	\$143,830.25	0%	0%	\$143,830.25	28.66%
										i)Total Input Costs	\$144,246.86
										ii)Total Stakeholder Value Created	\$501,847.31
										i/ii) Value created for every \$1 invested	\$3.48

Value Creation Map - Reaching an Independent Economic Life - Cambodia

Reporting Timeframe FY 2013-14

Partners	Inputs Value	Expected Change	Outputs Description	Outcome Description	Outcome Indicator	Outcome Measurement [A]	Proxy to Measure Change	Proxy Value [B]	Impact Value [A x B]	Outcome Exists For This Many Years
Economy										
CUFA Expenditure 2013-14	\$162,474.24	Financial input into domestic economy, for example: staffing, accommodation, travel, staff support and training	Resourcing and program support expenditure	Program expenditure directly benefits local economies	Annual Expenditure	1	CUFA Project Accounts	\$162,474.24	\$162,474.24	1
Value Created By Training And Support										
Household training 2013-14	\$0.00	Provision to schools and school children to raise awareness and skills about money and savings	Provide financial literacy classes to school children	Households receiving financial literacy education	Number of households reached	375	Budgeted unit cost of each household (375 households)	\$433.26	\$162,474.24	2
Value Created By Implementation Effectiveness										
Resettled households	\$0.00	Resettled households to have raised awareness and improved skills with money and savings	Resettled households apply learning and find ways to start saving	Households savings habits	Number of households	375	Average annual savings increase per household	\$704.52	\$264,195.00	2
Indirect Impacts										
Resettled households	\$0.00	Resettled households to have raised awareness and improved skills with debt reduction	Resettled households apply learning and find ways to reduce debt	Households reduce debt level	Number of households	375	Average annual reduction in debt	\$1,716.36	\$643,635.00	1

Outcome Year Notes	Outcome Drop-Off After 1 Year	Value Created Year 1	Value Created Year 2	Value Created Year 3	Value Created Year 4	Value Created Year 5	Gross Value Created	Dead-Weight %	Attribution %	Net Value Created For Partner	Partner Group Total And % Of Value Created
											\$162,474.24
Annual Impact	100%	\$162,474.24	\$0.00	\$0.00	\$0.00	\$0.00	\$162,474.24	0%	0%	\$162,474.24	
											\$243,711.36
Estimated years that learning will be retained and applied	50%	\$162,474.24	\$81,237.12	\$0.00	\$0.00	\$0.00	\$243,711.36	0%	0%	\$243,711.36	18.99%
											\$396,292.50
Estimated years that learning will be retained and applied	50%	\$264,195.00	\$132,097.50	\$0.00	\$0.00	\$0.00	\$396,292.50	0%	0%	\$396,292.50	30.87%
											\$643,635.00
Annual impact	100%	\$643,635.00	\$0.00	\$0.00	\$0.00	\$0.00	\$643,635.00	0%	0%	\$643,635.00	50.14%

i) Total Input Costs	\$162,474.24
ii) Total Stakeholder Value Created	\$1,283,638.86
ii/i) Value created for every \$1 invested	\$7.90



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Developing People

Strengthening Communities