



Year-end Meeting Treasury Report

November 2-5, 2020

ZOOM PLATFORM



And my God will supply every need
of yours according to his riches in
glory in Christ Jesus. Php 4:19
ESV

**To our God and Father be glory
forever and ever. Amen. Php 4:20**

TRIBUTE TO PREDECESSORS

Elder Chair, It is my custom to recognize the contributions made by my predecessors. They laid the foundation, so we have to appreciate the sacrifices they made for our Division. They are listed below:

- Jacob J Nortey - 1981-1986
- P N Onwerri – 1986-1990
- D H Thomas – 1991-1993
- Gordon Gray - 1996-2000
- Cezar Hechanova – 2000- 2008

TRIBUTE TO OUR FAITHFUL CHURCH MEMBERS, UNIONS AND CONFERENCES

- Our Church depends on the Church members' faithfulness, some of whom have given their lives and resources to push the work forward. I salute them and our able elders for immense support. We have seen this support even during the COVID-19 pandemic.
- I appreciate the Missions, Conferences, and the Institutions for remitting promptly and intact from the Storehouse the Local Churches' funds. If the Conferences and the Missions have wrongly decided to keep the funds for their internal use or fail to pass 100% of the tithe percentage to the Higher Organizations, the Church's mission will suffer. Kudos to the Officers of those entities helping the Mission of the Church to move forward. May God bless all entities Unions/Conferences/Mission for passing on the monies received intact and on time.
- Finally, I want to pay sincerely tribute to the General Conference, our mother. You will not believe that despite the COVID-19, the GC has decided to give as before the same local currency value of the appropriation for 2021. Praise God! We are like a spoiled child. The question is, when are we going to stand on our feet to help others? Do we know when there will be no more appropriation coming?

KNOW YOUR ENVIRONMENT

Let us understand our environment

The West-Central Africa Division (WAD) was created from the defunct Africa-Indian Ocean Division for Mission in 2002, but maintained the original administrative headquarters in Abidjan, Cote d'Ivoire.





AFRICAN ADVENTIST HERITAGE MUSEUM

THE SEVENTH-DAY ADVENTIST CHURCH IN SUB-SAHARAN AFRICA

(EAST-CENTRAL AFRICA DIVISION, SOUTHERN AFRICA-INDIAN OCEAN DIVISION, AND WEST-CENTRAL AFRICA DIVISION)



WILL TELL THE NEXT GENERATION THE SEWORTHY DEEDS OF THE LORD, HIS POWER, AND THE WONDERS HE HAS DONE. ... THE NEXT GENERATION SHOULD KNOW THEM, EVEN THE CHILDREN YET TO BE BORN, SO THAT THEY IN TURN WOULD PRAISE HIM AND ALL HIS CHILDREN.

PSALM 78:4-6, NIV

IN REVIEWING OUR PAST HISTORY, HAVING TRAVELED THROUGH EVERY STEP OF ADVANCEMENT, OUR PRESENT STANDING, WE CAN SAY, PRAISE GOD! AS I SEE WHAT GOD HAS BROUGHT, I AM FILLED WITH WONDER, AND WITH CONFIDENCE IN CHRIST AS OUR LEADER. WE HAVE NOTHING TO FEAR FOR THE FUTURE, BECAUSE THE WAY THE LORD HAS LED US, AND HIS TEACHING IN OUR PAST HISTORY.

ELLEN G. WHITE

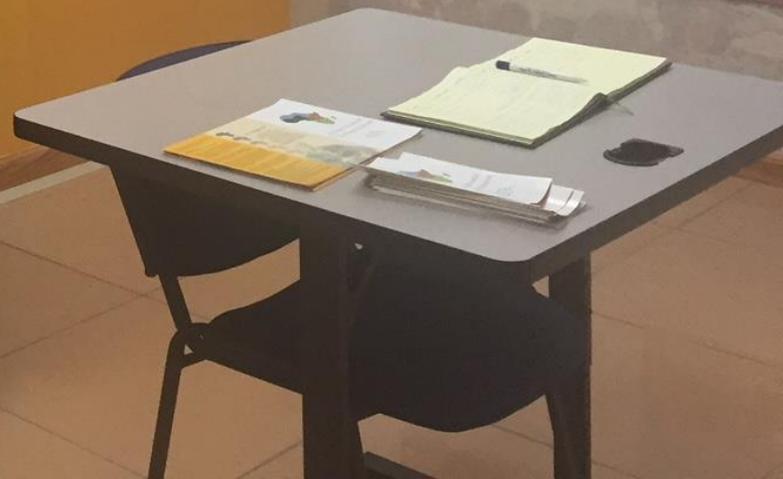
NOW ALL THESE THINGS HAPPENED TO THEM AS EXAMPLES, AND THEY WERE WRITTEN FOR OUR ADMONITION UPON WHOM THE ENDS OF THE AGES HAVE COME.

1 CORINTHIANS 10:6, NIV

LIKE THE PEOPLE OF ISRAEL, LET US SET UP OUR STONES OF WITNESS, AND INSCRIBE UPON THEM THE PRECIOUS STORY OF WHAT GOD HAS BROUGHT FOR US. AND AS WE REVIEW HIS DEALINGS WITH US IN OUR PILGRIMAGE, LET US, OUT OF HEARTS MELTED WITH GRATITUDE, DECLARE, "WHAT SHALL I RENDER UNTO THE LORD FOR ALL HIS BENEFITS TOWARD ME?"

ELLEN G. WHITE

SPONSORING ORGANIZATIONS





The territory has twenty-two countries, and speak four major languages with several dialects. The territory operates in eight different currencies. These countries are grouped according to the major languages as follows:

FRENCH SPEAKING COUNTRIES

Benin



Burkina Faso



Cameroon



FRENCH SPEAKING COUNTRIES

Central Africa Republic



Congo Brazzaville



Cote d'Ivoire



FRENCH SPEAKING COUNTRIES

Chad



Gabon



Guinea Conakry



Mali

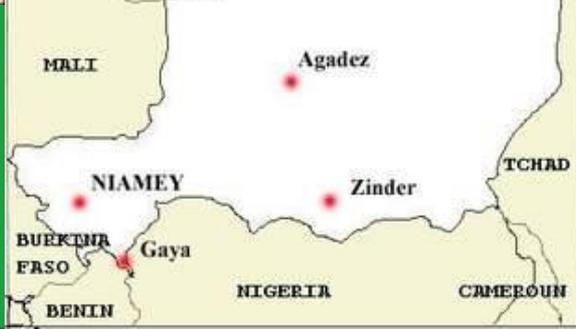
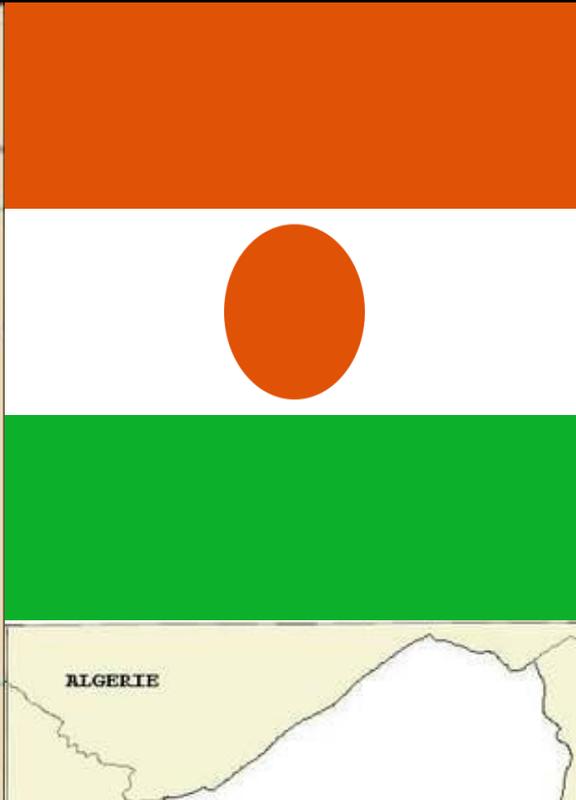


FRENCH SPEAKING COUNTRIES

Mauritania



Niger



Senegal

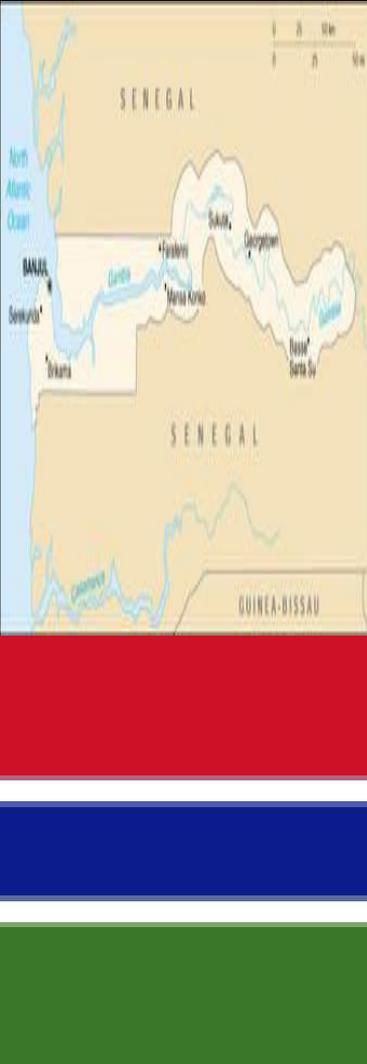


Togo



ENGLISH SPEAKING COUNTRIES

Gambia



Ghana



Liberia



Nigeria



Sierra Leone



PORTUGUESE SPEAKING COUNTRIES

Cape Verde



Guinea Bissau



SPANISH SPEAKING COUNTRIES

Equatorial Guinea



A Region of Challenges and Opportunities

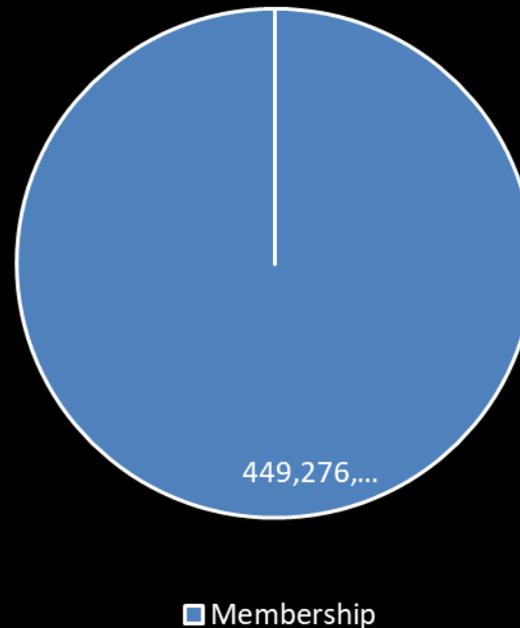
- Do you know that the cost of a flight from one country in WAD to another will buy a return ticket to the United States of America?
- Do you know that a one-night hotel accommodation fee in WAD can provide about two to three nights accommodation of the same condition in Asia?
- Do you know that WAD has about 50% of the world's most impoverished 25 nations?

- Do you know that WAD is one of the regions in the world with high currency volatilities?
- Do you know that the economies in WAD are mostly unstable?
- Do you know that the three officers running these year-end meetings are in different countries because of political unrest?
- Do you know that 45 minutes flight from Abidjan to Accra may provide a return ticket from Washington DC to California in the USA?

Ratio of Membership

As shown in this graph WAD has less than 0.20%. It is therefore not surprising that many have not heard of the Seventh-day Adventist Church in their communities. We do not exist at all in minds of many. This effect on our revenue generation. We are like the 12 disciples in the land of Palestine. We need the power of the Holy Spirit to empower us to change our region.

WAD



MEMBERSHIP

WAD MEMBERSHIP AS OF SEPT 2020 WAS 688,655

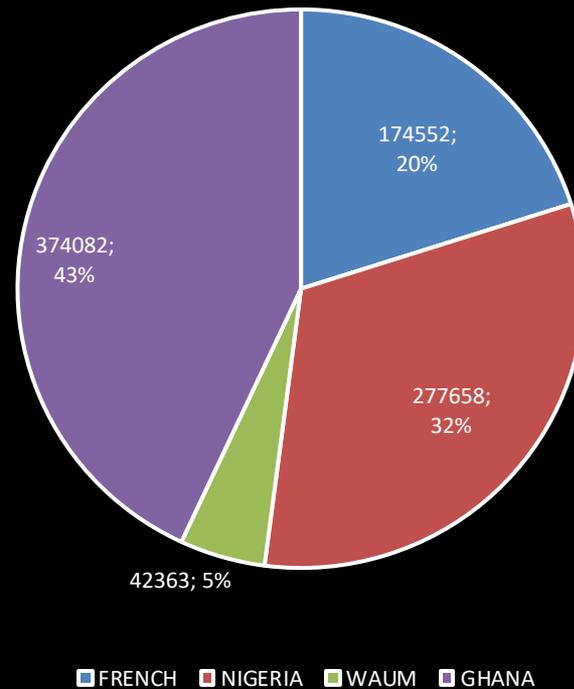
10/40 W UNIONS 57% (21 COUNTRIES)

FRENCH
NIGERIA
WAUM

NON 10/40 W UNIONS 43% (1 COUNTRY)

GHANA

Our strategic emphasis should be directed to the 10/40 W Unions in order to maximize our revenue profile



WAD IN THE 10/40

WINDOW BELT MEMBERSHIP BY REGION

POPULATION MEMBERSHIP



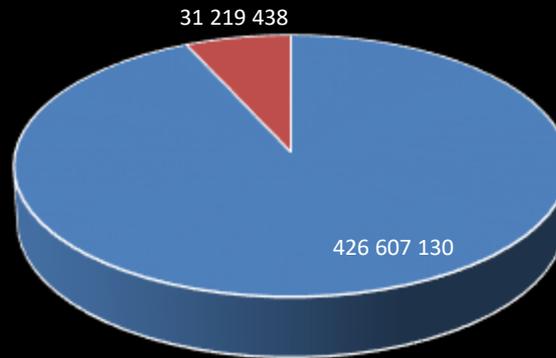
GHANA POPULATION

**31 MILLION PEOPLE (1
GHANA) 7%**

10/40 W POPULATION

**427 MILLION PEOPLE (21 COUNTRIES)
93%**

Ghana and Other Countries



10/40 WINDOW BELT NON 10/40 WINDOW

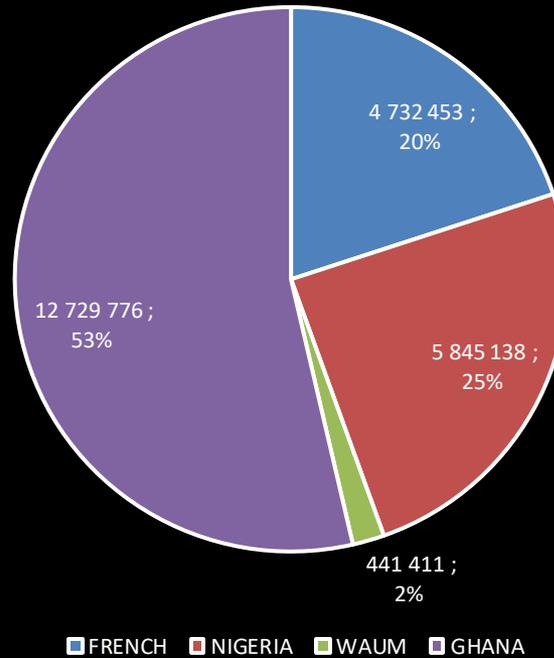
10/40 W

10/40 W 46% OR \$12 MILLION

NON 10/40 W 54% OR \$13 MILLION

This graph shows where we should have our strategic directions

Tithe in US\$



WAD & GLOBAL ECONOMIC OUTLOOK

- According to the 2019 Wall Street report of the 25 Poorest Countries in the world, about half of those countries are from the West-Central Africa Division's territory.
- Also, in the 2019 Global Finance report of the poorest countries in the world, 17 of the states have less than US\$5,000.00 per capita of the Gross Domestic Product (GDP) based on the Purchasing-Power –Parity (PPP). Nigeria has less than \$6,000, and Cape Verde and Congo have less than \$7,000.
- Gabon and Equatorial Guinea have less than \$20,000 and \$40,000 per capita, respectively. Therefore, the three wealthiest countries in our territory are Congo, Gabon, and Equatorial Guinea. They have the largest per capita income, but the church has done the minimum amount of work in that territory. ○

WAD & GLOBAL ECONOMIC OUTLOOK

- The twenty-two countries within the Division do not have stable economies, and their currencies continue to depreciate against the US Dollar.
- In 2016, for example, the exchange losses were more than the total appropriations received from the General Conference.
- In some countries, government workers have not been paid for months, and in most cases, the daily wage is less than \$2.00.

CHALLENGING AREAS

- Mauritania
- Senegal
- Mali
- Niger
- Equatorial Guinea
- Congo
- Burkina Faso
- Chad
- Central Africa Republic
- Gambia
- Guinea Conakry
- Gabon

POLITICAL CRISIS AND THE EFFECT ON NATIONAL ECONOMIES

- Almost all countries in WAD have ongoing conflicts or have had some disagreements in the recent past.
- These conflicts have ravaged the economies to the level that they cannot survive without help or grants from other countries or the higher organization.
- These conflicts have brought about extreme poverty and diseases.
- In most of these countries, the citizenry cannot educate their children, and the level of illiteracy is very high. About 20% of the GDP is derived from Agriculture, whereas the developed countries have about only 3% generated from Agriculture.

POLITICAL CRISIS AND THE EFFECT ON NATIONAL ECONOMIES

- These countries are not able to provide adequate budget for health and its associated challenges.
- Diseases such as Malaria, HIV/AIDS, and the COVID-19 pandemic etc., are at precarious levels and have serious effects on the populations within our territory just as other Divisions.
- Healthcare is a major challenge indeed!

RELIGIOUS CHALLENGES

- ❖ Concerning religious activities, over 50% of the population in our Division are Moslems, and a high percentage are Animists, who are hard to reach.
- ❖ Despite these challenges, our Division is spending a lot of money and is making progress in soul winning.
- ❖ This effort is evident in the various evangelistic campaigns that have been held under WAD Impact and Pentecost 2018

RELIGIOUS CHALLENGES

- ❖ The aforementioned challenges have affected negatively the finances of the West-Central Africa Division for the past ten (10) years.
- ❖ . However, the Division has always developed new initiatives to mitigate losses and maximize gains to support the faithful church members to push the mission of the Church forward.

PAST OUTLOOK



**TEN (10) YEAR MILESTONE OF
WAD FINANCES SUCCESSES
&
CHALLENGES
2010-2019**

STRATEGIC



Strategic goal

Given the challenges above the Division was facing financially, a thorough study of the finances was made by analyzing and reviewing the past years' financial statements with a view of determining and attempting to close any loopholes and implementing plans that may inject revenue into the system.

Strategic goal

- ❖ We have worked to introduce initiatives to reduce costs and increase revenue.
- ❖ At the end of the studies, the decision was to follow the four perspectives of the Kaplan's Balance Score Card.
- ❖ We paraphrased the perspective to suit our culture as follows:

Strategic goal

- Employee Perspective
- Financial Perspective
- Internal Processing
- Growth and Learning

EMPLOYEE PERSPECTIVE



There is a proverb that the Farmer must feed the cow to get more milk. In other words, once the cow is well fed, there would be more milk.

EMPLOYEE PERSPECTIVE

- In the same vein, the worker must be satisfied to give his or her best to work.
- Workers' interests in our Division are food, shelter, and personal development.
- We determined to increase salaries and allowances to boost workers' morale, which we have achieved over the years. Today, we are not the last when it comes to employee remuneration.
- Our next plan is to find ways to empower our Church members so they may have enough money to give to the Church in tithes and offerings

EMPLOYEE PERSPECTIVE Cont'd

- We have developed strategies to enable workers to own places of abode upon retirement by introducing a pool of funds known as the Heritage Funds. The system has not helped workers only, but many denominational entities have been equipped to do business for the Lord. Efforts were made to provide a better healthcare system for our employees and their families.

FINANCIAL PERSPECTIVE

- In the process of reviewing the past years' financial performance, it was noted that tithe income was not enough to pay salaries and allowances, and the appropriations from the GC were the same or decreasing every year. Measures adopted aimed at reducing costs, promoting stewardship, and the possibility of increasing non-tithe incomes. Others included making fair use of our properties to increase revenue and invest in capital projects that would lead to consistent income flow.

INTERNAL PROCESSING

We make sure we respect policies and reduce costs in doing business for the Lord. We educate colleagues to adhere to accounting and administrative controls and minimize any existence of non-performing assets

GROWTH AND LEARNING

- We develop new strategies and initiatives to generate growth. Besides, efforts were made to enhance church members' participation in the Total Member Involvement (TMI) program. We invest in human capital to enhance growth. The Slides below will show some of the successes resulting from the strategies we have discussed above.

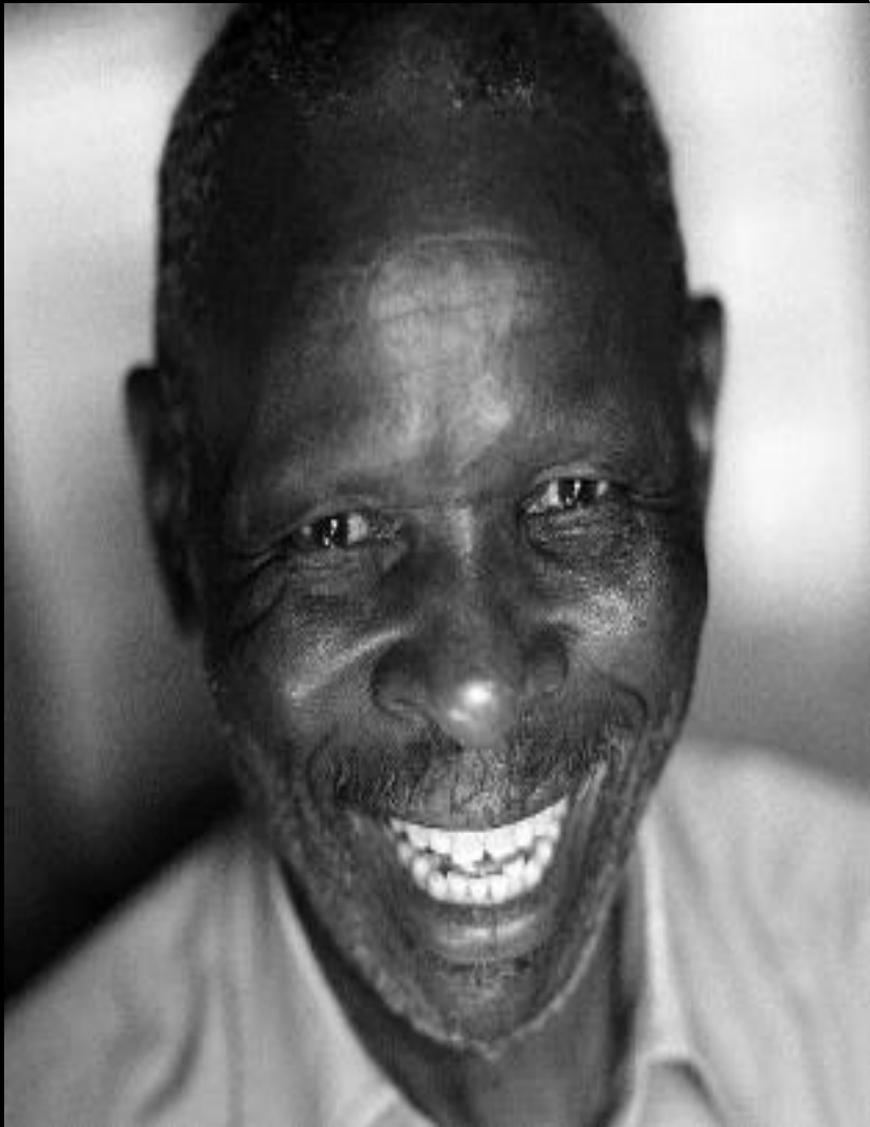
SUCCESS STORIES

- The initiative to solve the employees' problem of accommodation after retirement has been a great success with introducing the Workers Fund (Heritage Fund).
- Many of our workers at the Division headquarters and those in Ghana have praised God for this initiative.
- Cameroon and Togo have enjoyed this initiative in some ways. Some retirees have already settled in their homes.
- Some active workers have either built or are building their own houses to use after retirement. Unlike the past when retirees' personal belongings were left on the streets for lack of a place to store them

Employee Satisfaction



Employee Satisfaction



- The Ghana Adventist Heritage Fund (GAHF) may be probably the strongest financially in relation to its counterparts in the other countries within the Division.
- The story is different today than it was about nine years ago when this initiative was introduced with a capital of \$100.00.
- Today, it has a capital base of about US\$15,000,000.00. Many retirees have expressed appreciation to God for this initiative.

Let's stick together

- *Wan han noh de tai bohndul.*

(Krio: Sierra Leone)

A bundle cannot be fastened with one hand.

Explanation:

No man is completely self-sufficient. We have need of each other.



Employee Satisfaction

The current and the past employees of the Division headquarters have benefited from salary and allowances increases since the introduction of the Heritage Fund concept in 2009.



Financial Perspective

- Self-Support - The self-support percentage rose from about 40% to approximately 115%
- The Self-Support rose to about 130% before the currency devaluation hit us in 2016.

REASONS FOR LOW LIQUIDITY RATIO

- ▶ Huge indebtedness to the Division by Unions and Institutions
- ▶ High volatilities of Currencies of countries of major Unions
- ▶ Liquidity ratio is above the policy requirement if Unions and Institutions settle their indebtedness
- ▶ Use of liquid funds for capital projects for strategic purposes
- ▶ Commitment to GC funded projects, eg. 13th Sabbath Projects

Tithe Income

- ❖ Tithe income doubled from approximately 460,000,000 CFA in 2009 to approximately 950,000,000 in 2016
- ❖ Tithe sharing income dropped to 630 million CFA in 2017 when the Unions voted decrease the tithe sharing percentage from 7% to 5%. The reason was to settle the indebtedness to the Division, but the debts went up further instead.
- ❖ The world Divisions' average for the tithe sharing percentage is about 9%, WAD has never applied even 8% for tithe sharing.

Tithe Income

- ❖ As of December 2019 the tithe sharing income is hovering around 940,000,000 CFA. This amount is less than the 2015 figure of 951,000,000 CFA.
- ❖ In 2016, US\$1.00 = CFA 623.16, but in 2019, US\$1.00 = CFA 596.32. In terms of the US\$ therefore the 2015 tithe sharing income was the same as 2019 income of approximately US\$1,5 million.

NON-TITHE INCOME

- ❖ The non-tithe income increased from approximately 23,000,000 CFA in 2009 to approximately 770,000,000 CFA in 2015.
- ❖ Unfortunately, it decreased to approximately 630,000,000 CFA in 2016 and 450,000,000 CFA in 2017. The Non-Tithe Income as of December 2019 is approximately 659 Million CFA
- ❖ This was attributable to the devaluation of the Nigerian Naira and significant exchange rate volatility in the other major currencies within the Division.
- ❖ This significantly affected the projected investment income and also the Guest House income due to the use of the place for church programs and the effect of COVID-19.

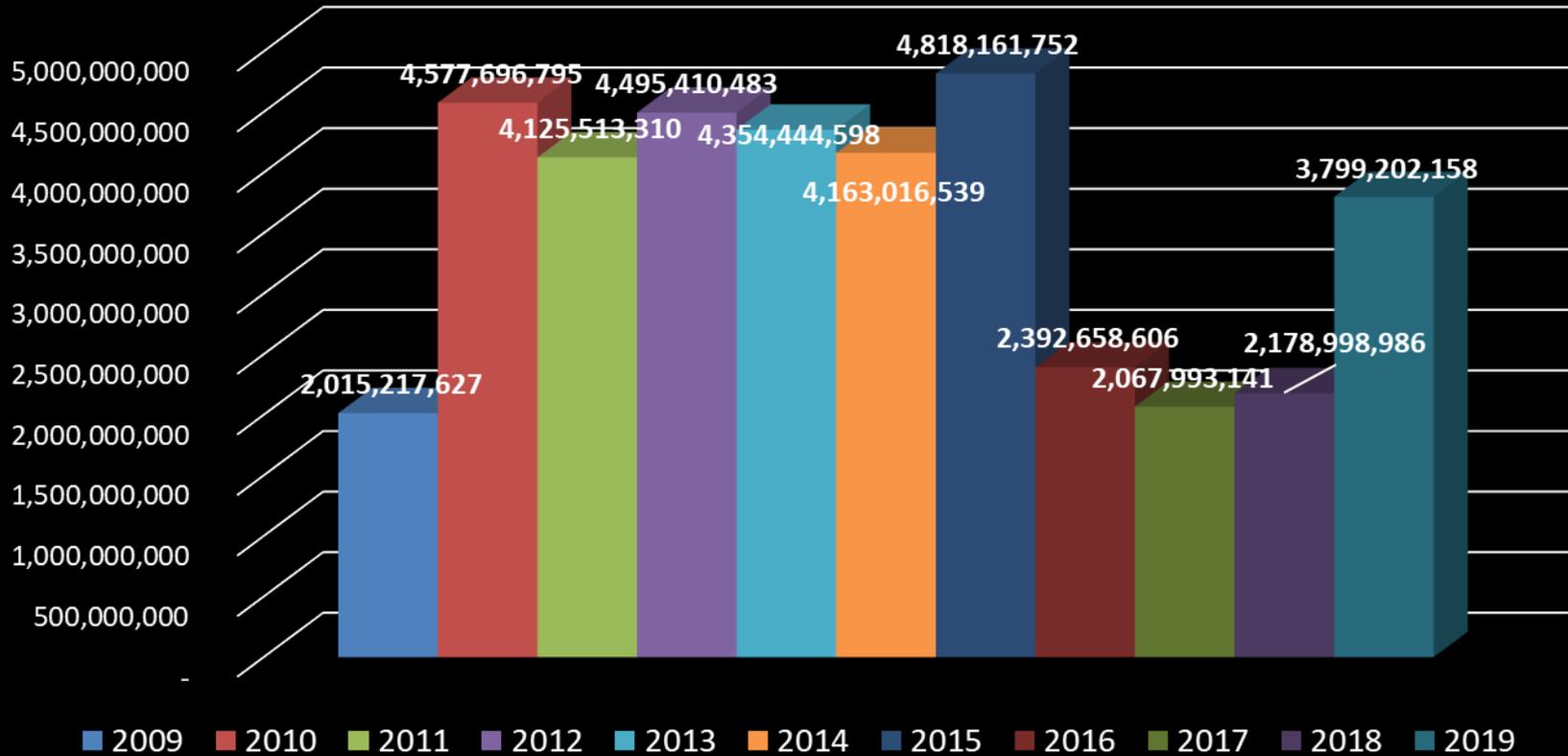
Financial Perspective

EXCHANGE LOSS

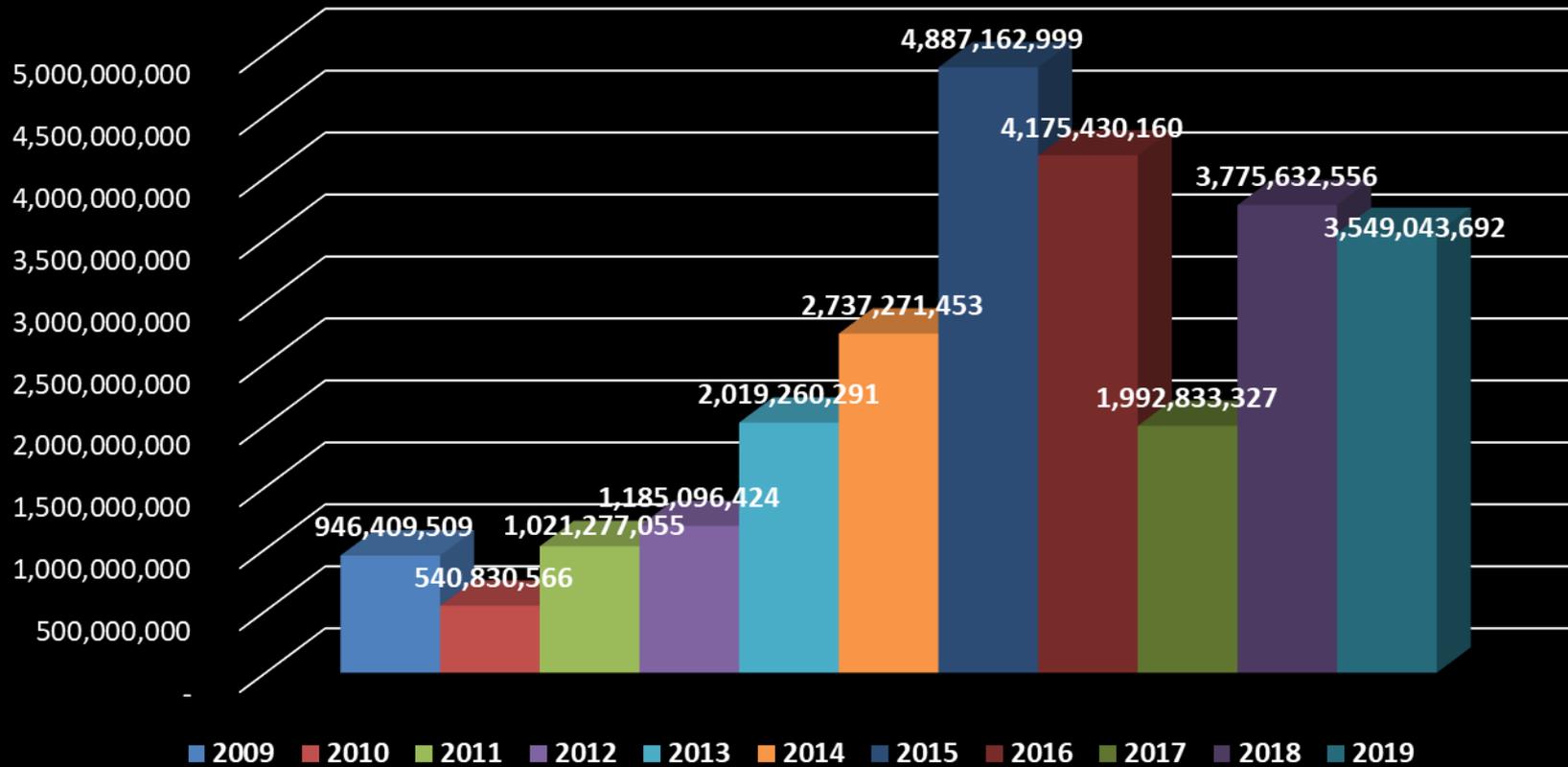
- In 2016 the Exchange Loss was approximately 3,500,000,000 CFA, or US\$5,838,469.00 more than the whole Division's appropriation received from the General Conference for one year

FINANCIAL POSITION IN GRAPHS

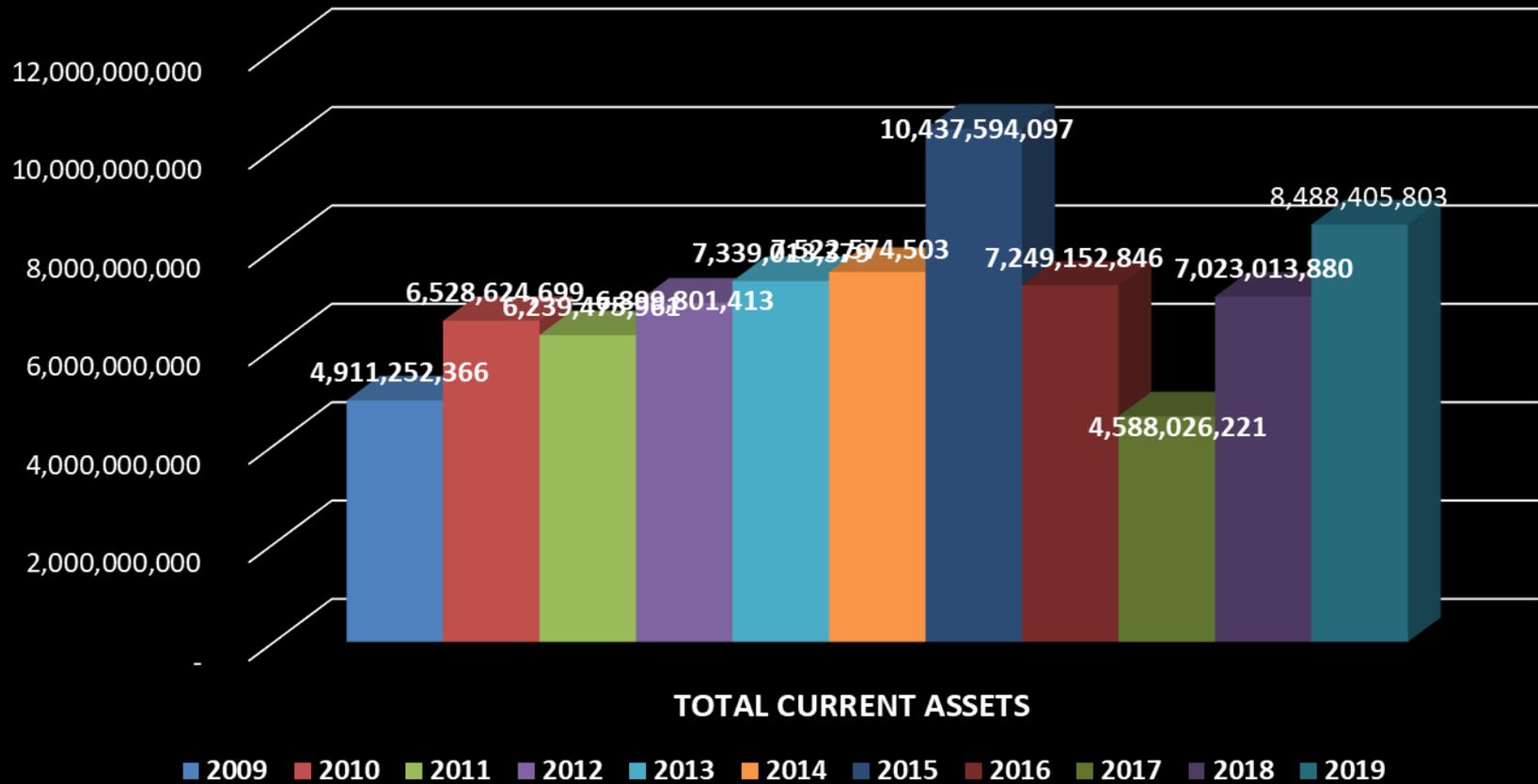
CASH & BANK



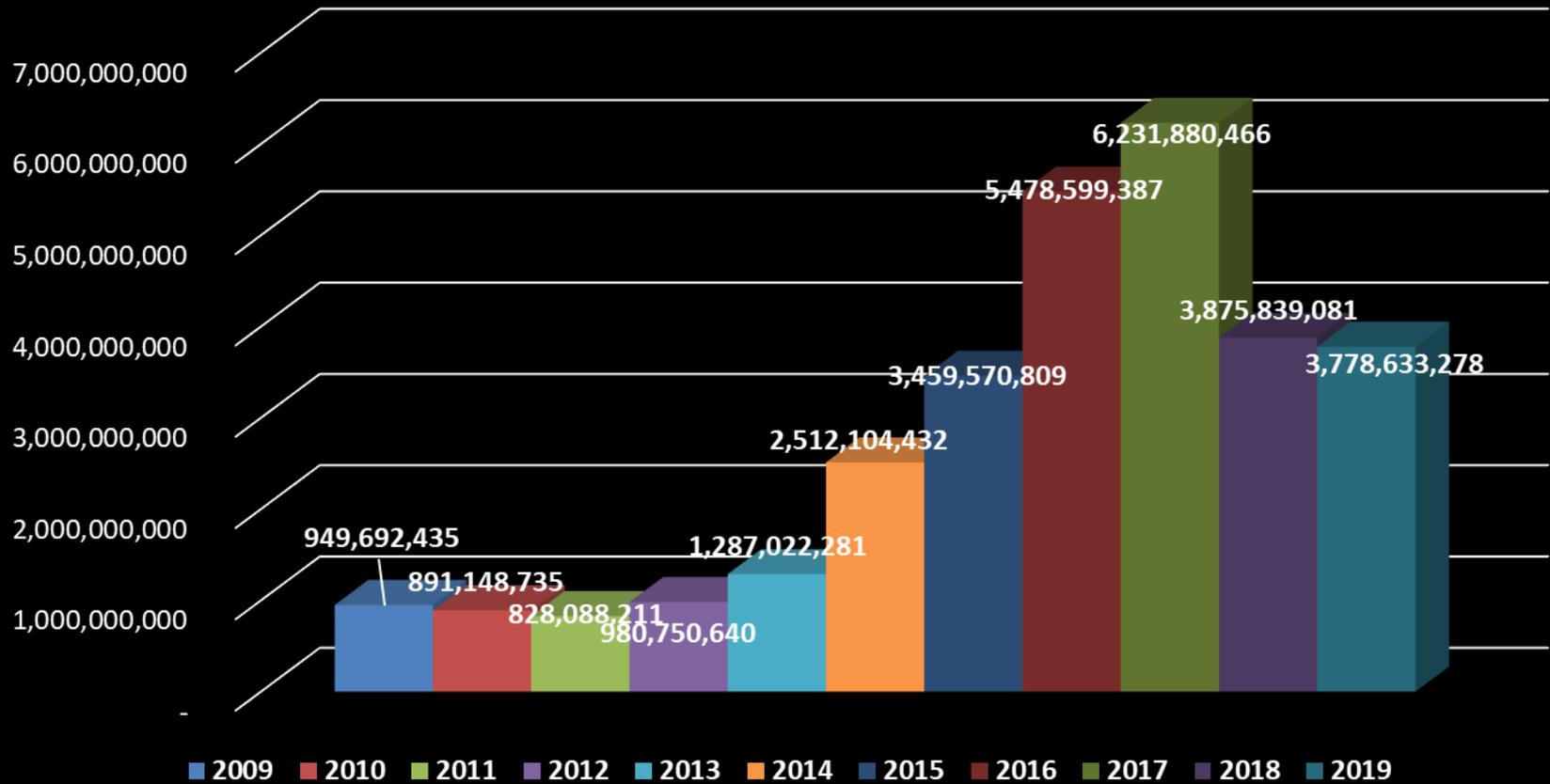
ACCOUNTS RECEIVABLE



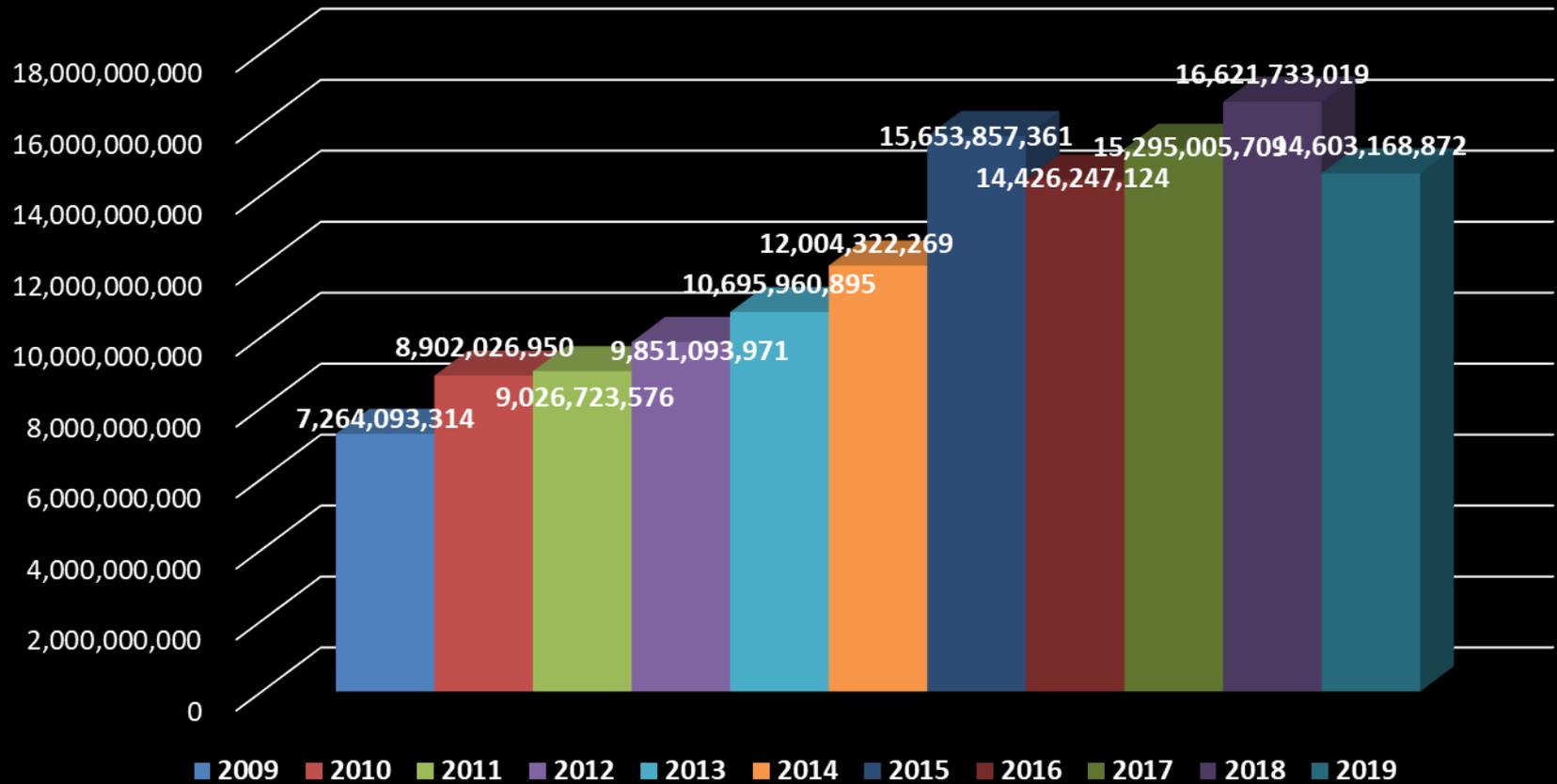
TOTAL CURRENT ASSETS



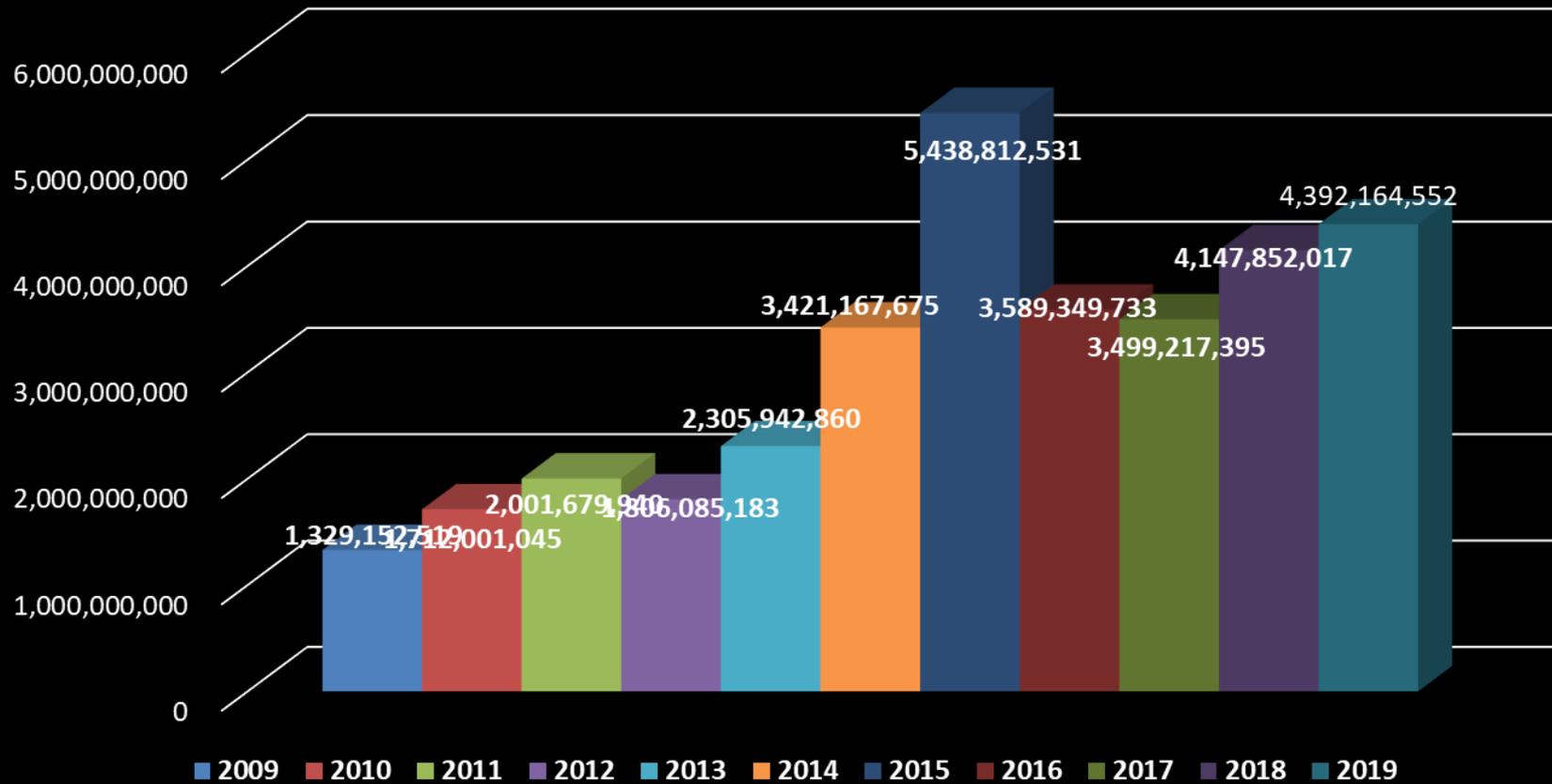
FIXED ASSETS [NET]



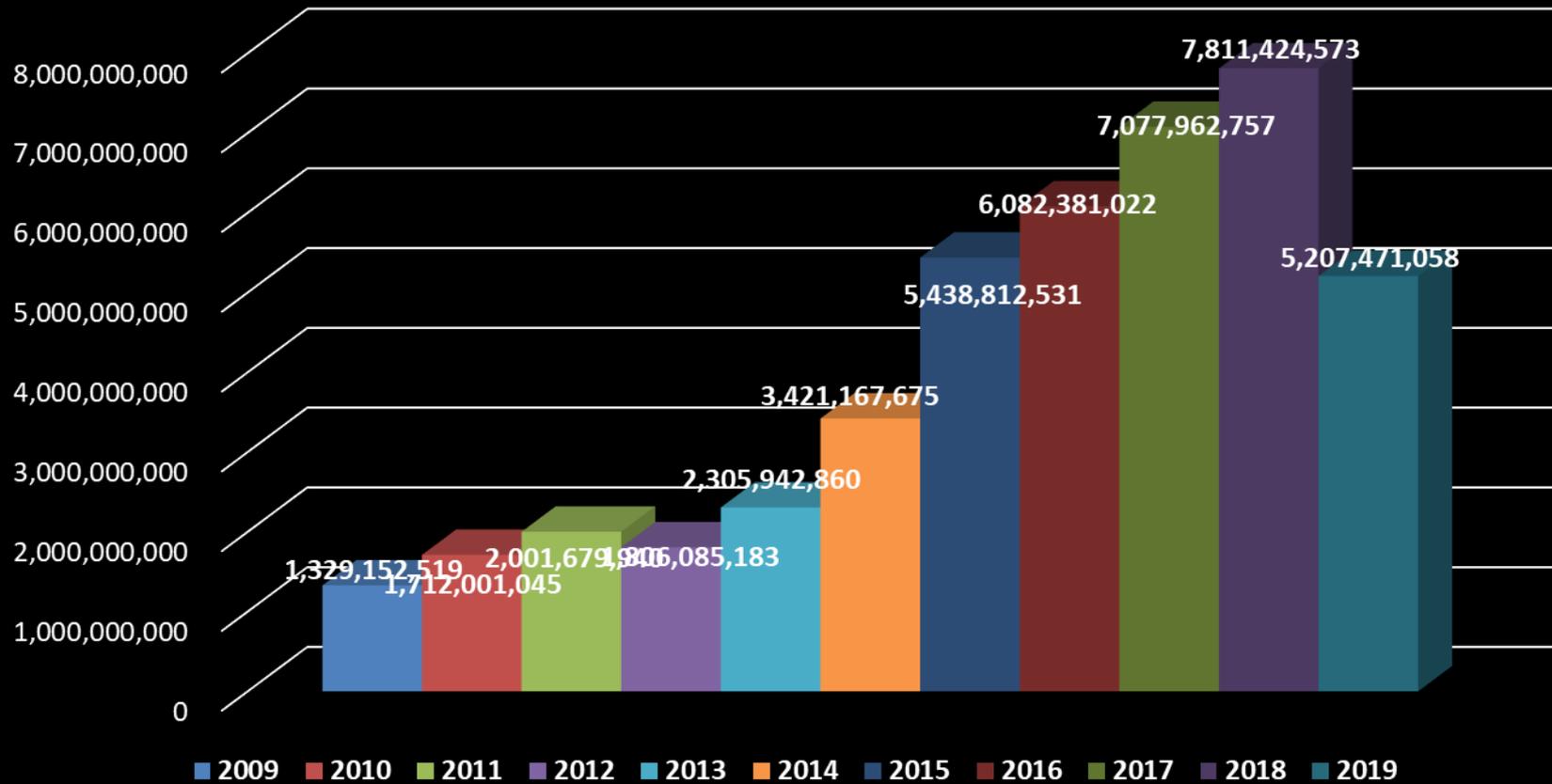
TOTAL ASSETS



TOTAL CURRENT LIABILITIES



TOTAL LIABILITIES



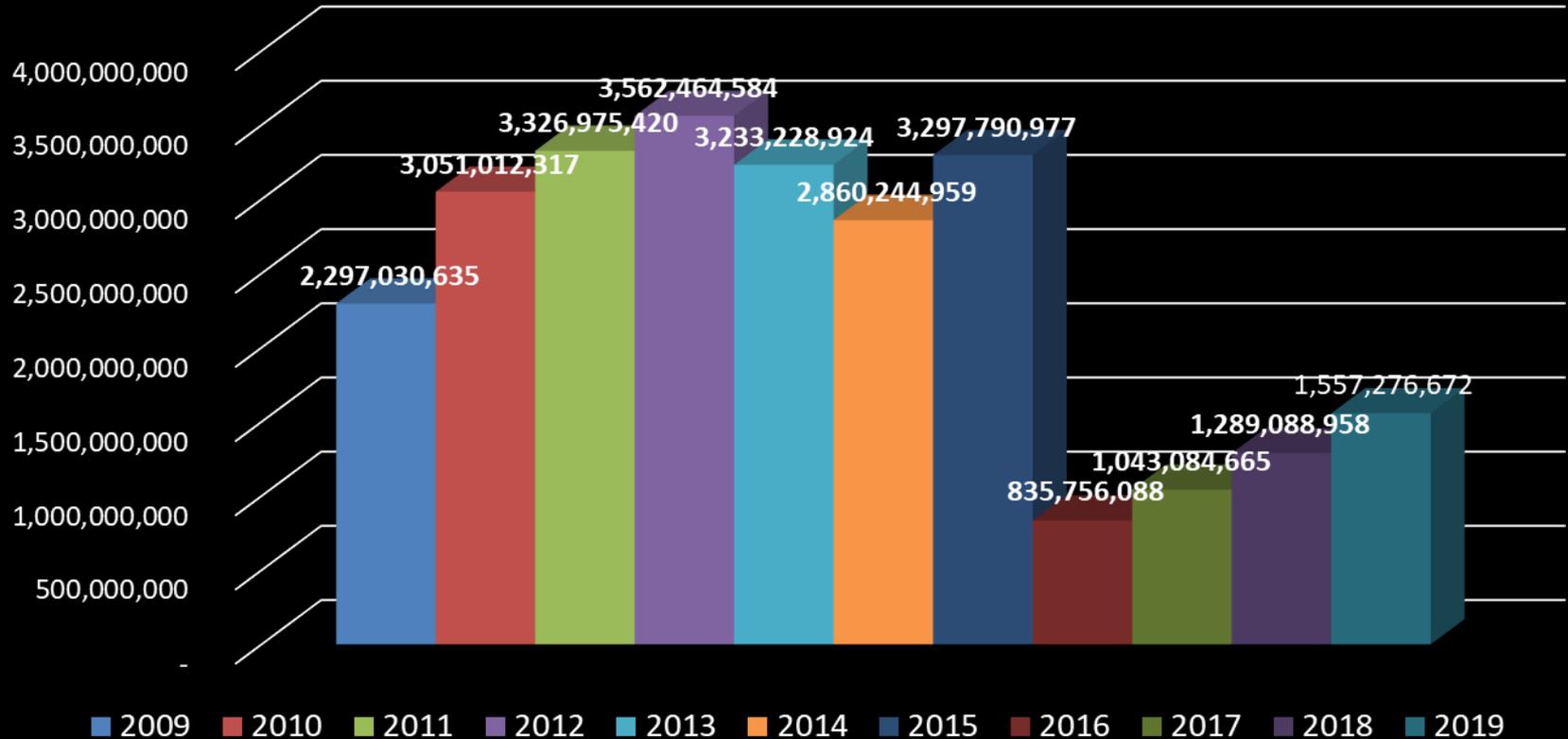
If you borrow a man's legs, you will go where he directs you.

Explanation:

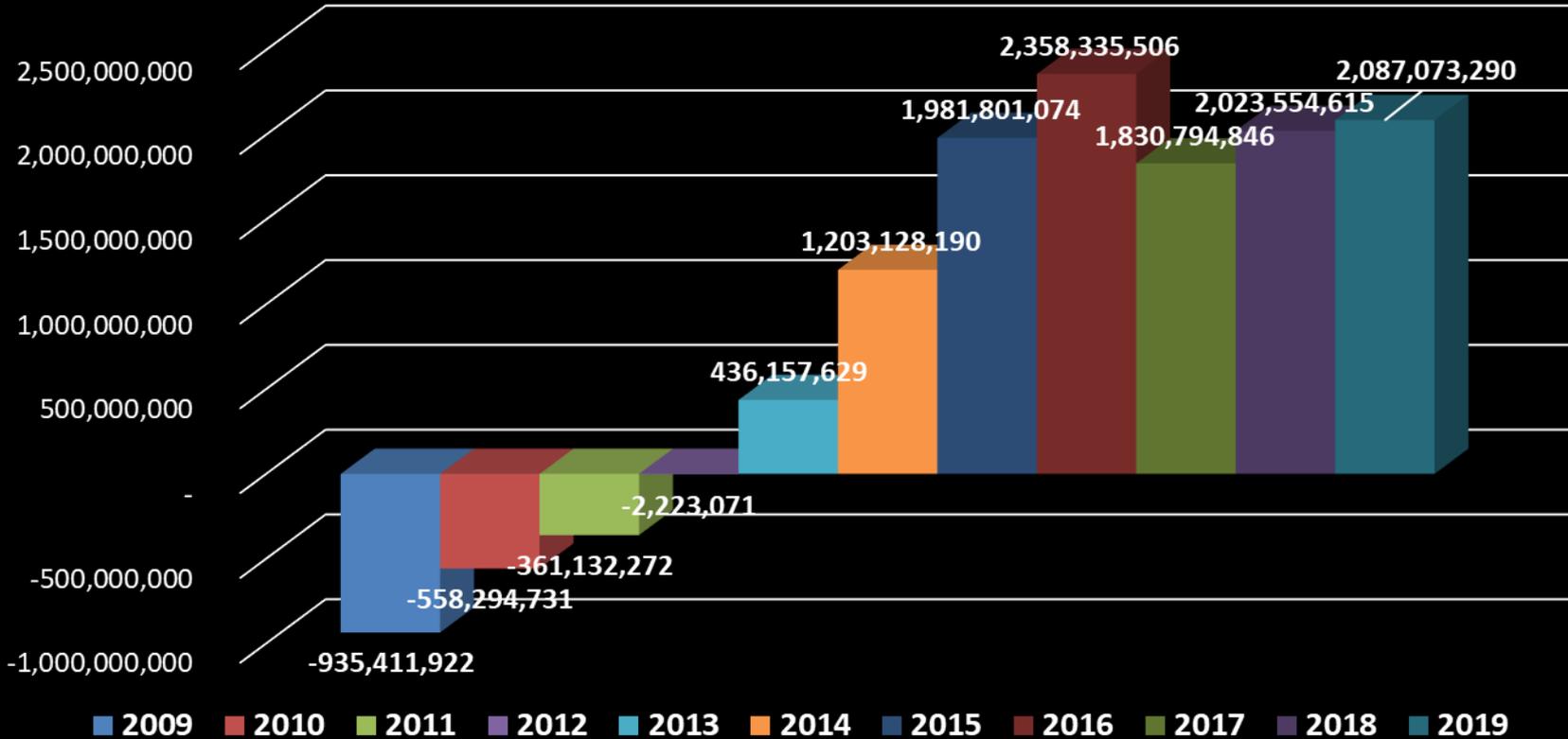
If one is too heavily indebted to someone, one will lose one's independence.



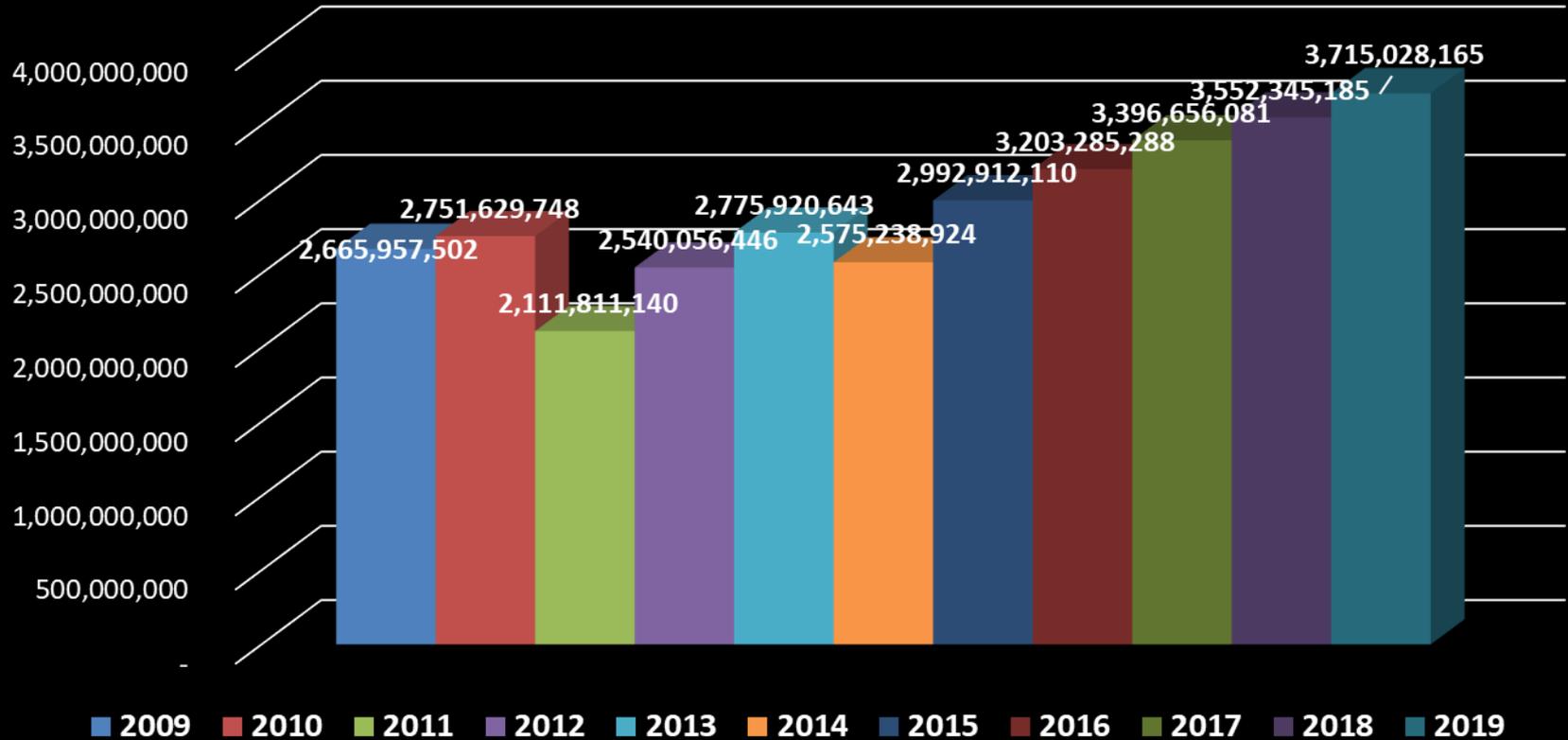
UNALLOCATED FUNDS – TITHE



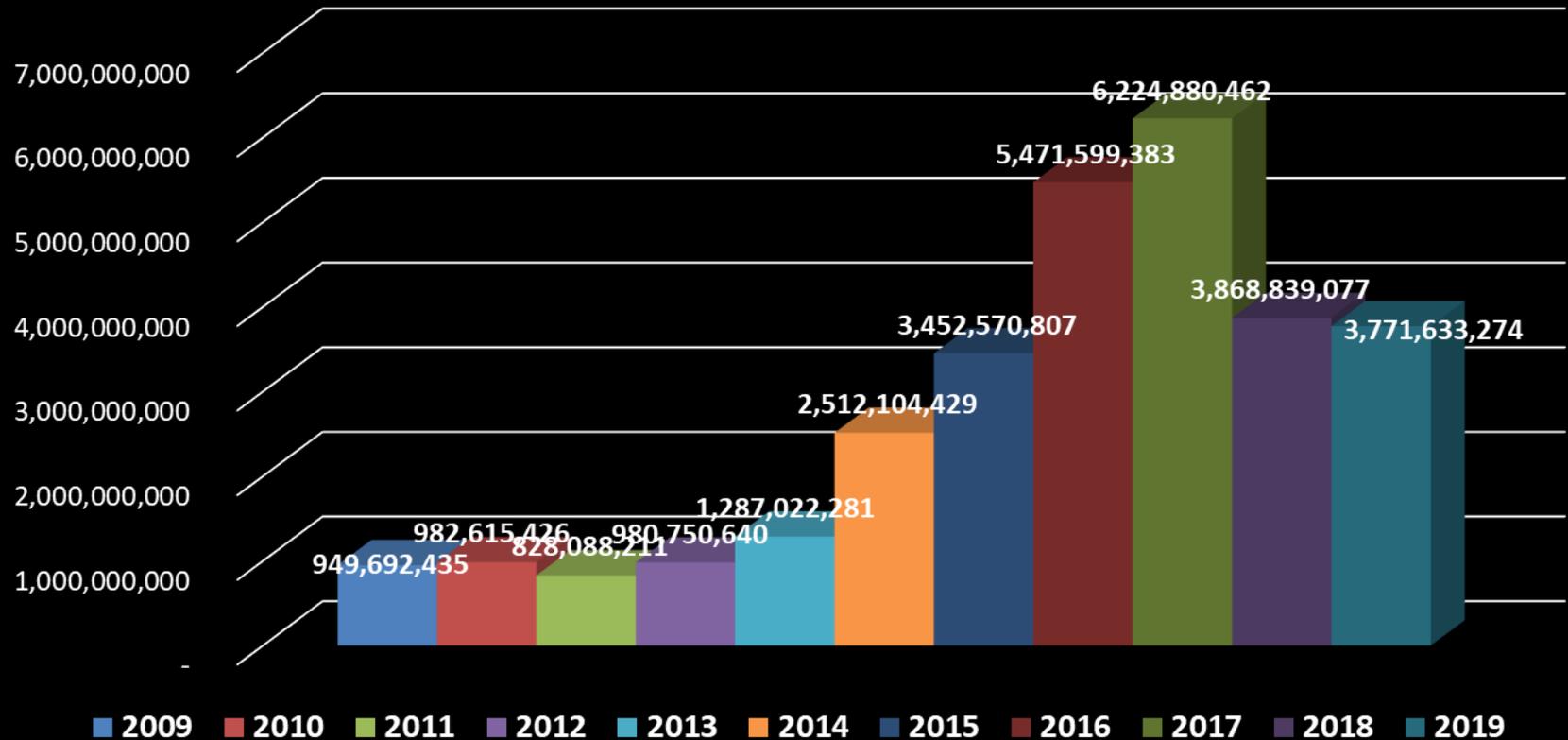
UNALLOCATED FUNDS – NON-TITHE



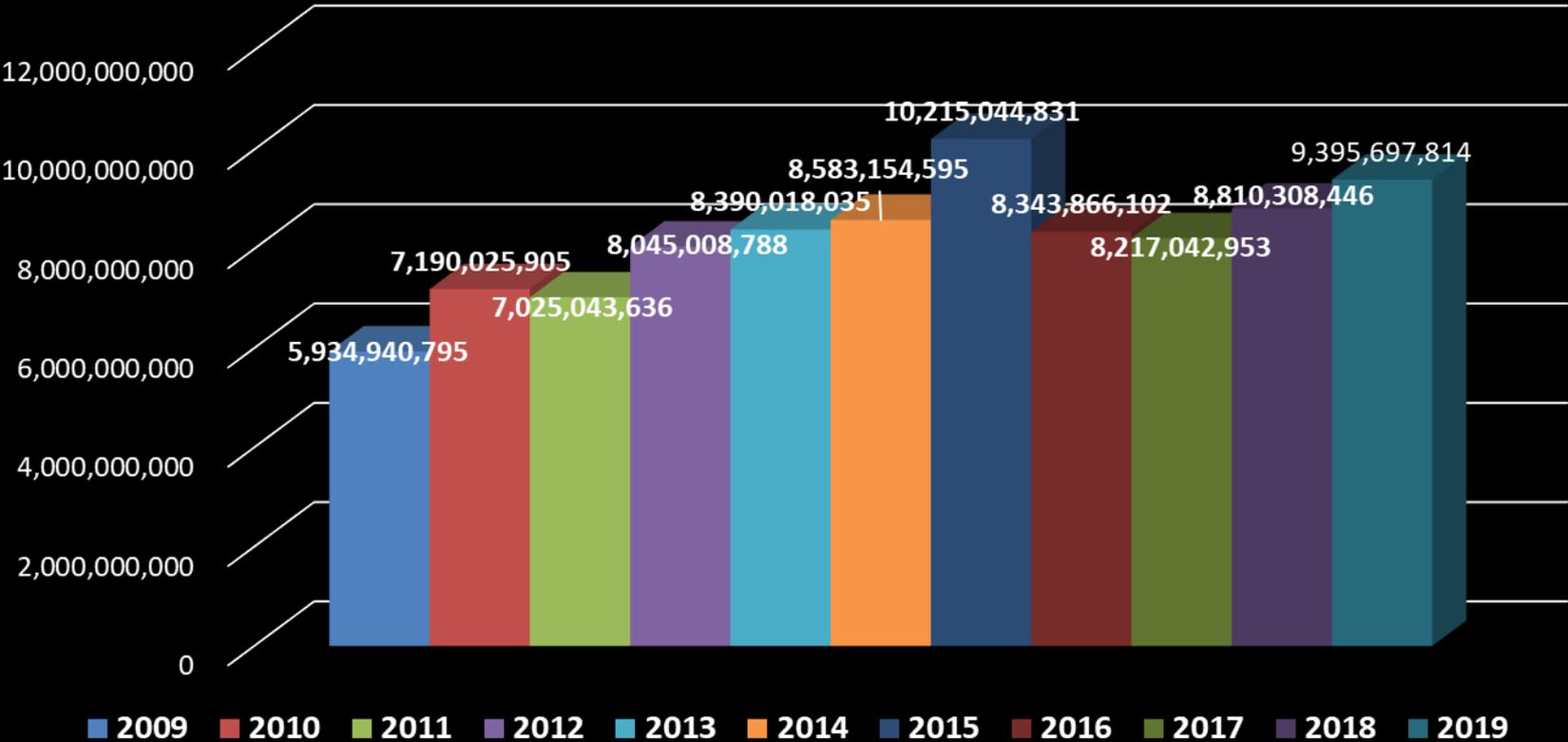
ALLOCATED FUNDS



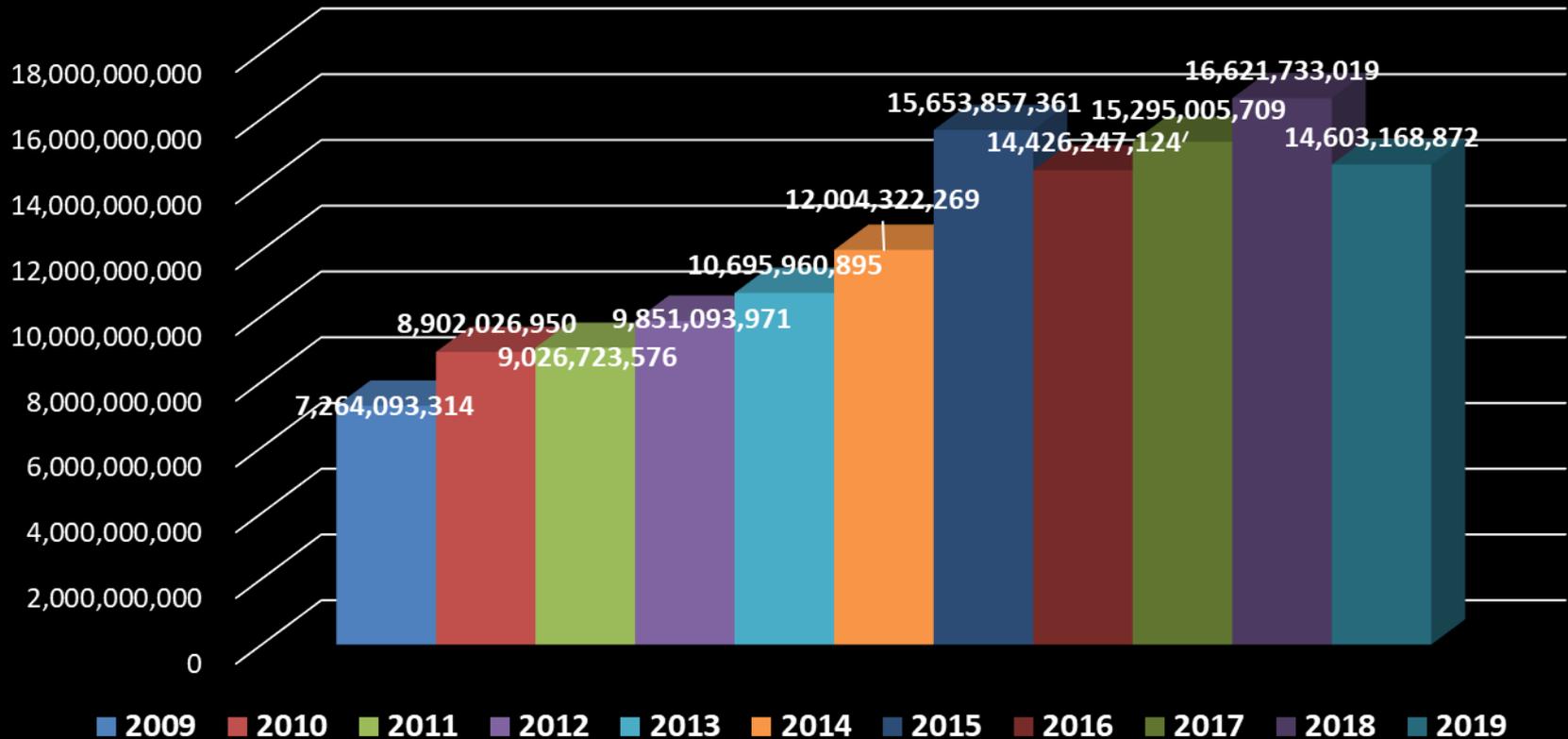
NET INVESTED IN PLANT



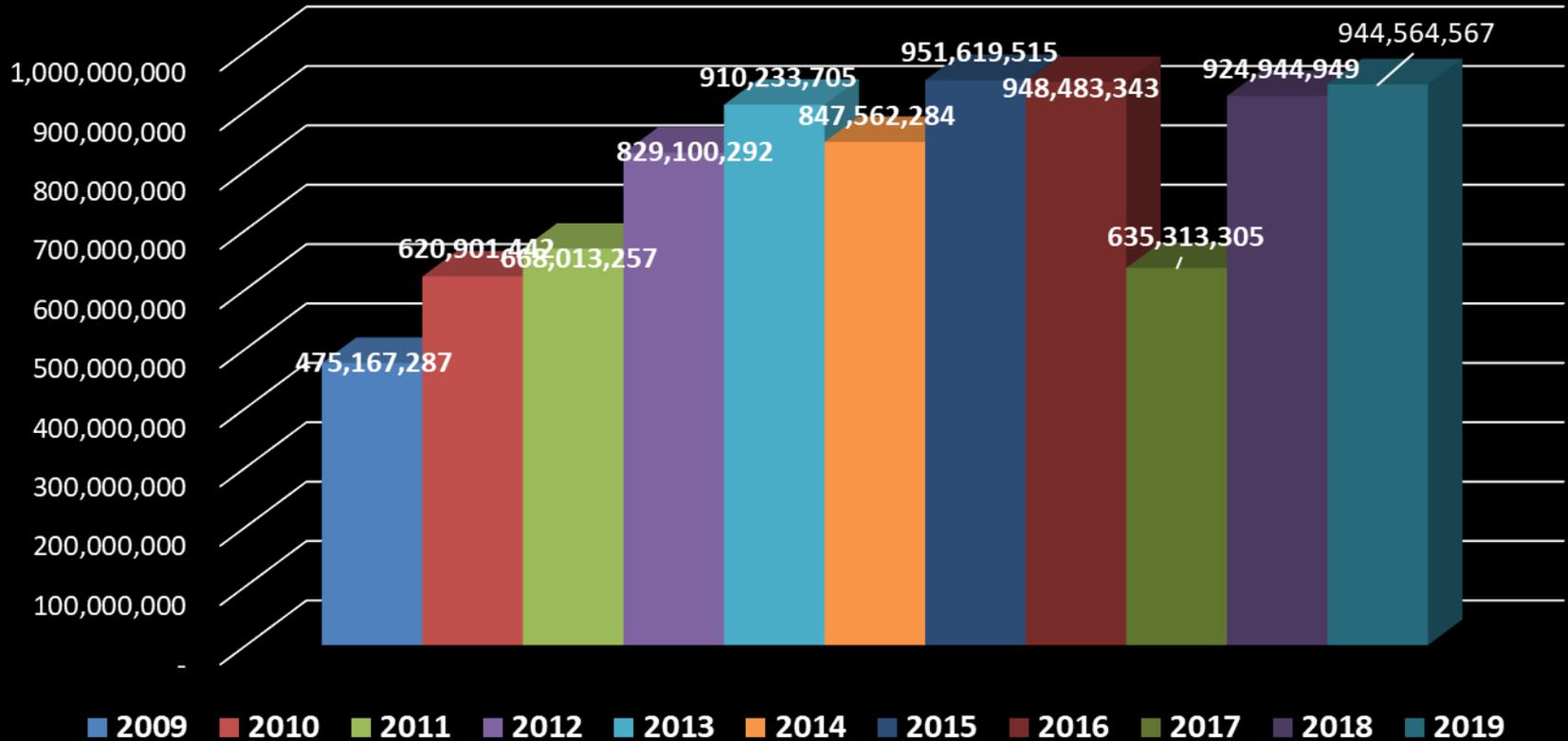
TOTAL NET ASSETS



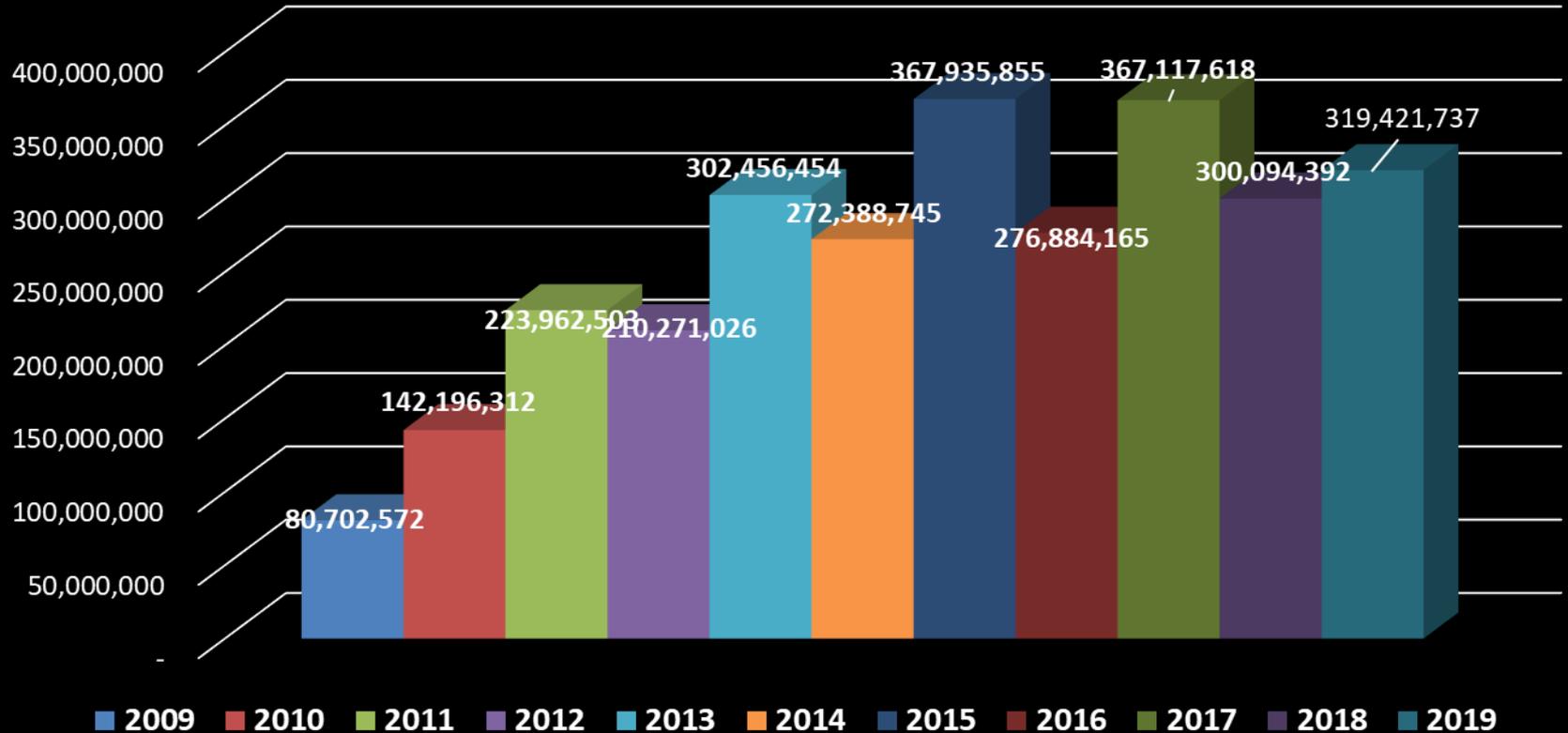
TOTAL LIABILITIES AND NET ASSETS



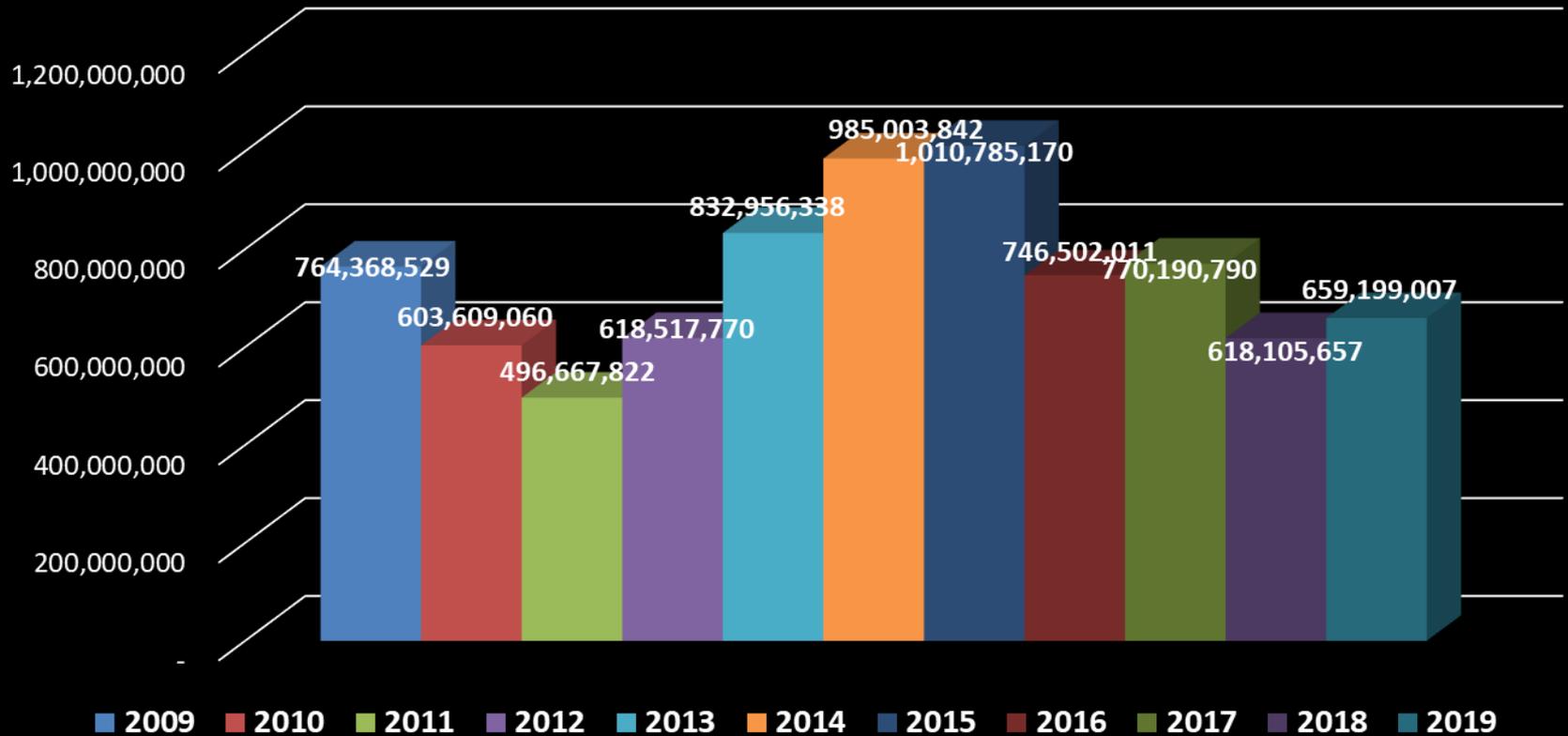
NET TITHE INCOME



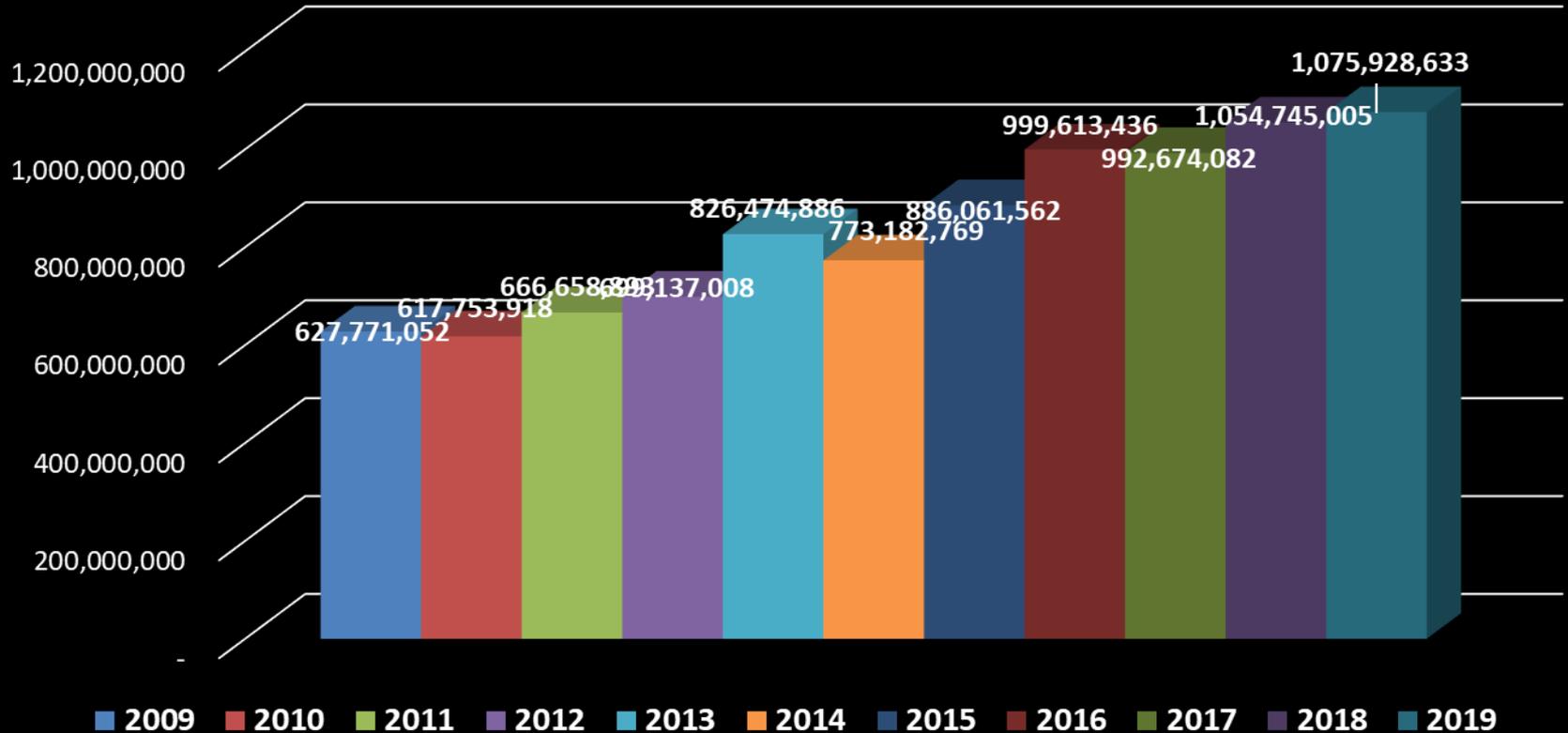
SPECIFIC DONATIONS



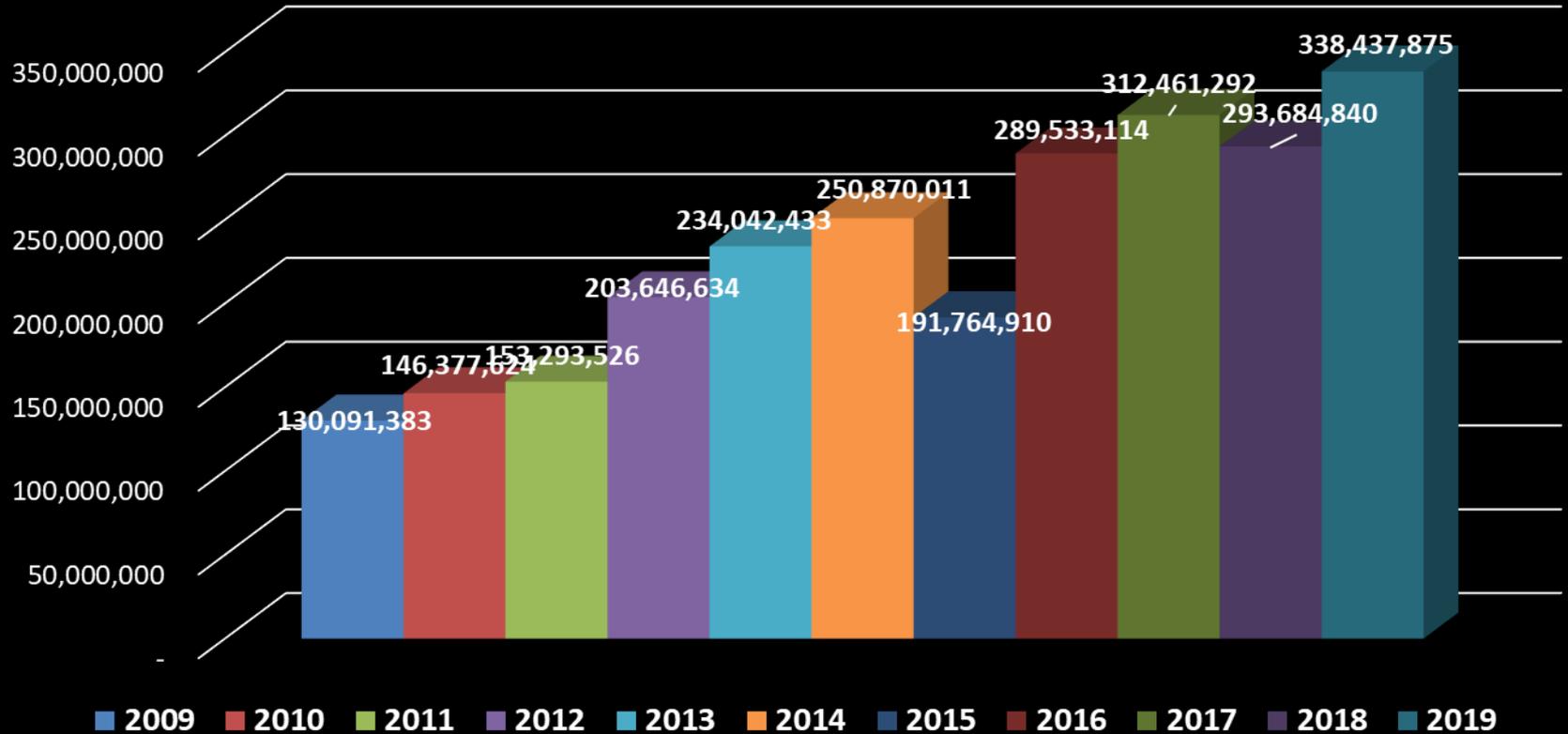
TOTAL NON-TITHE



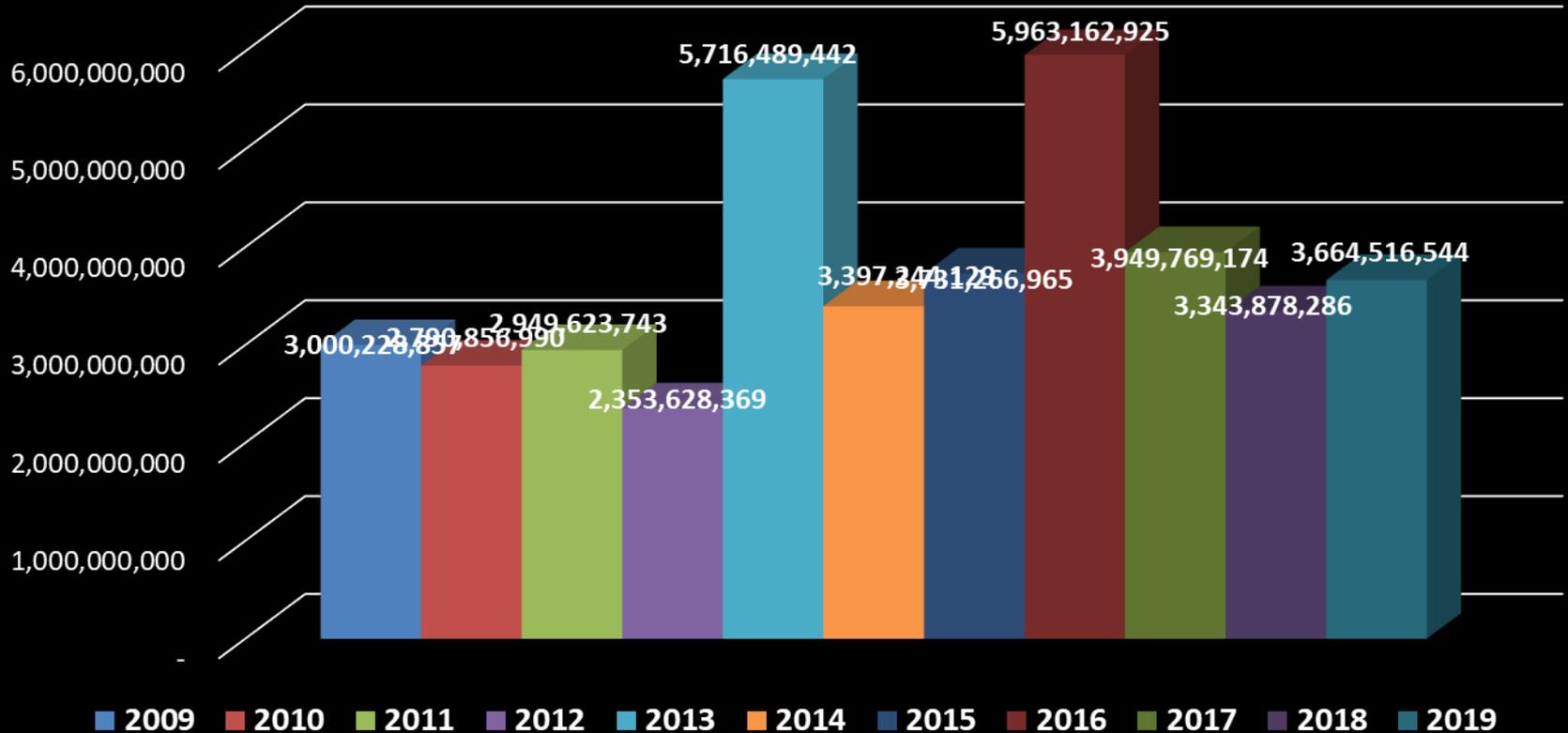
WORKERS' SALARY & ALLOWANCES



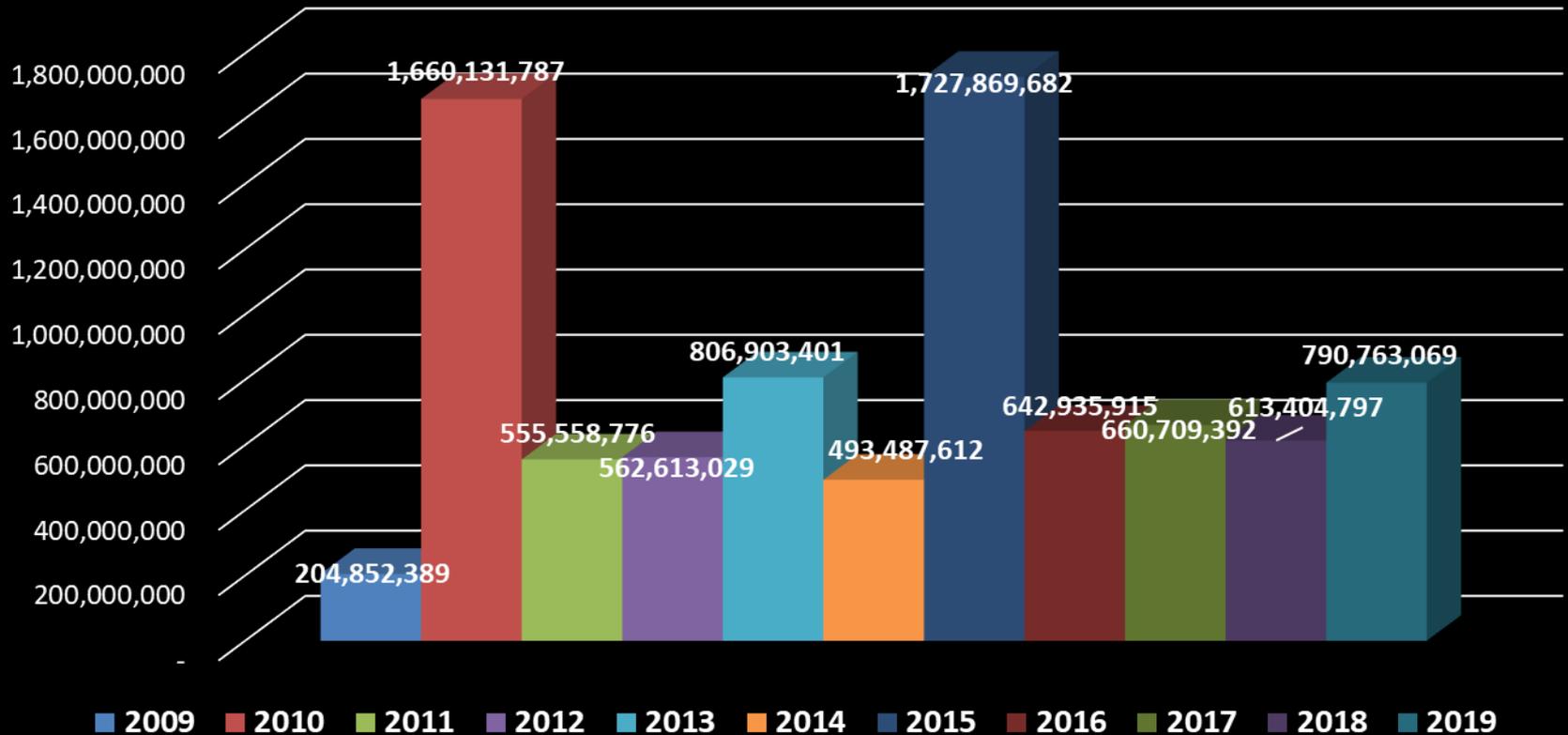
TRAVEL EXPENSES



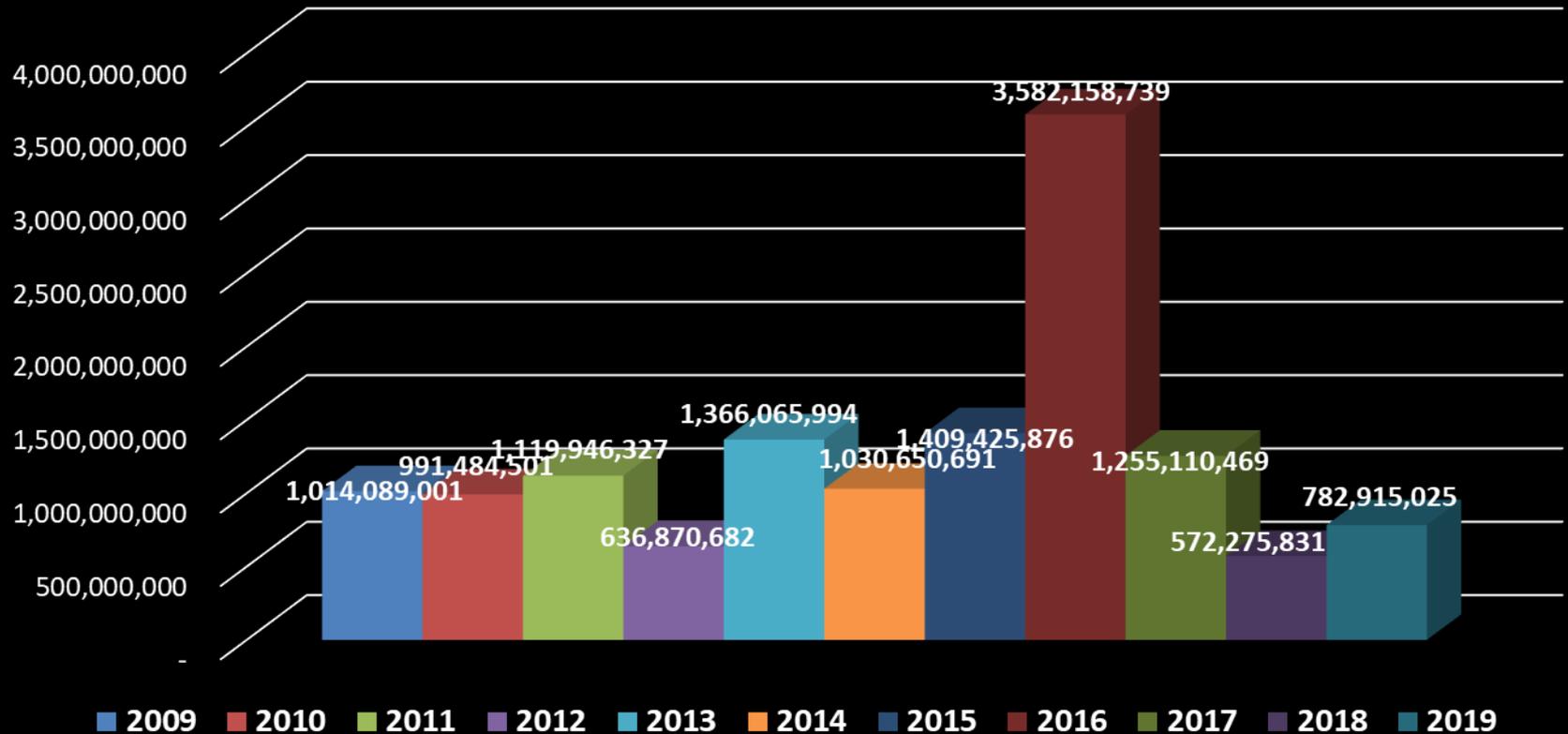
TOTAL OPERATING EXPENSE



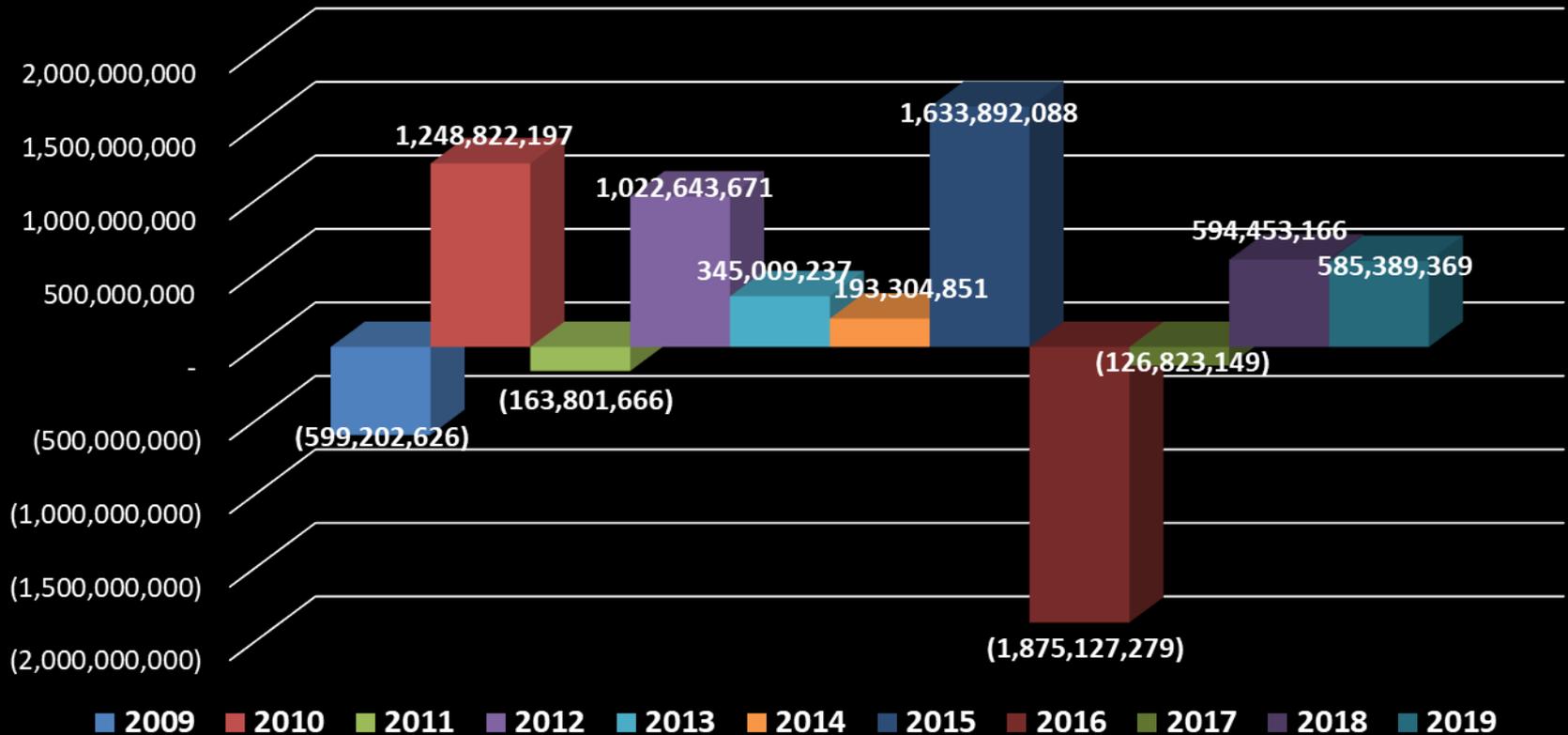
EXCHANGE GAINS - GENERAL



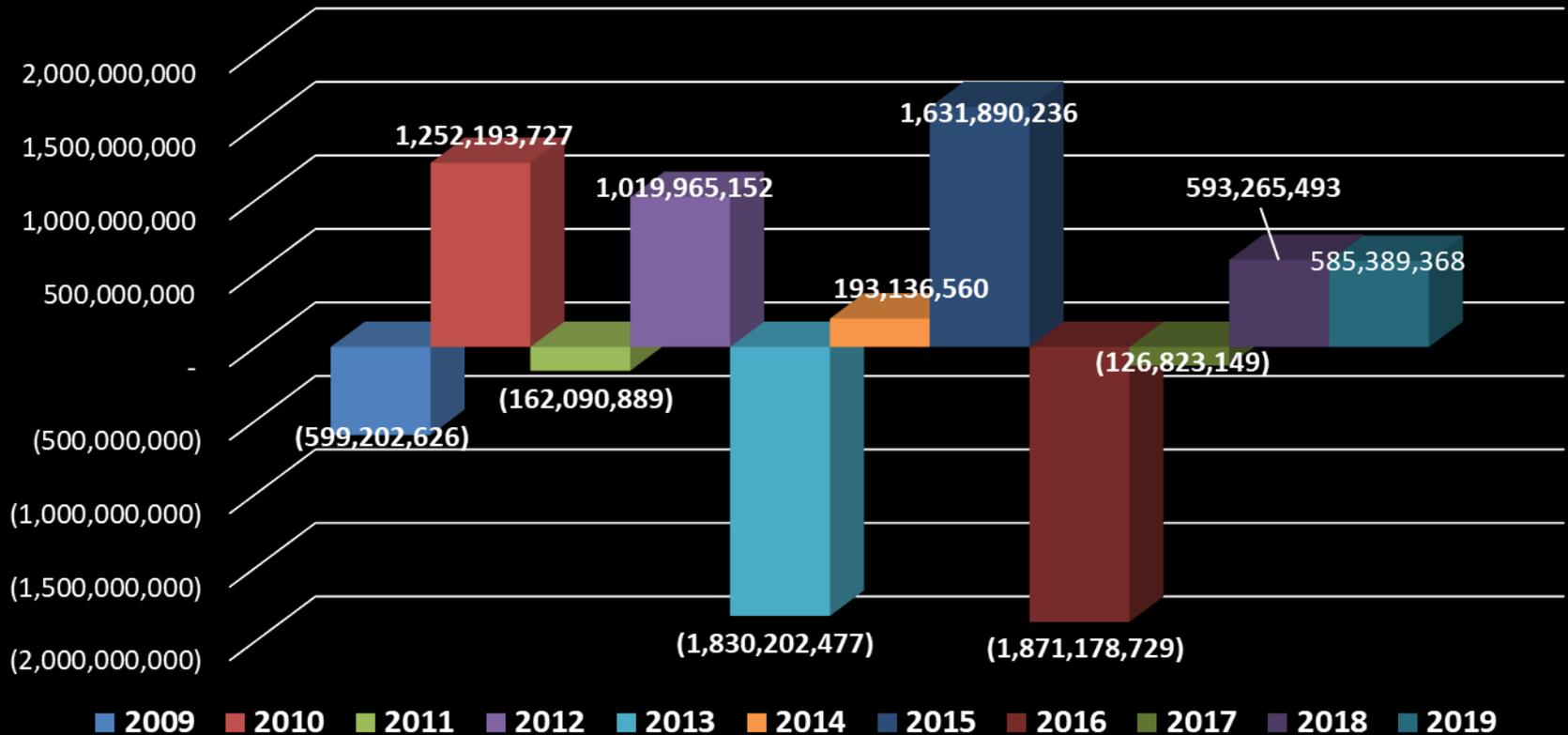
EXCHANGE LOSS - GENERAL



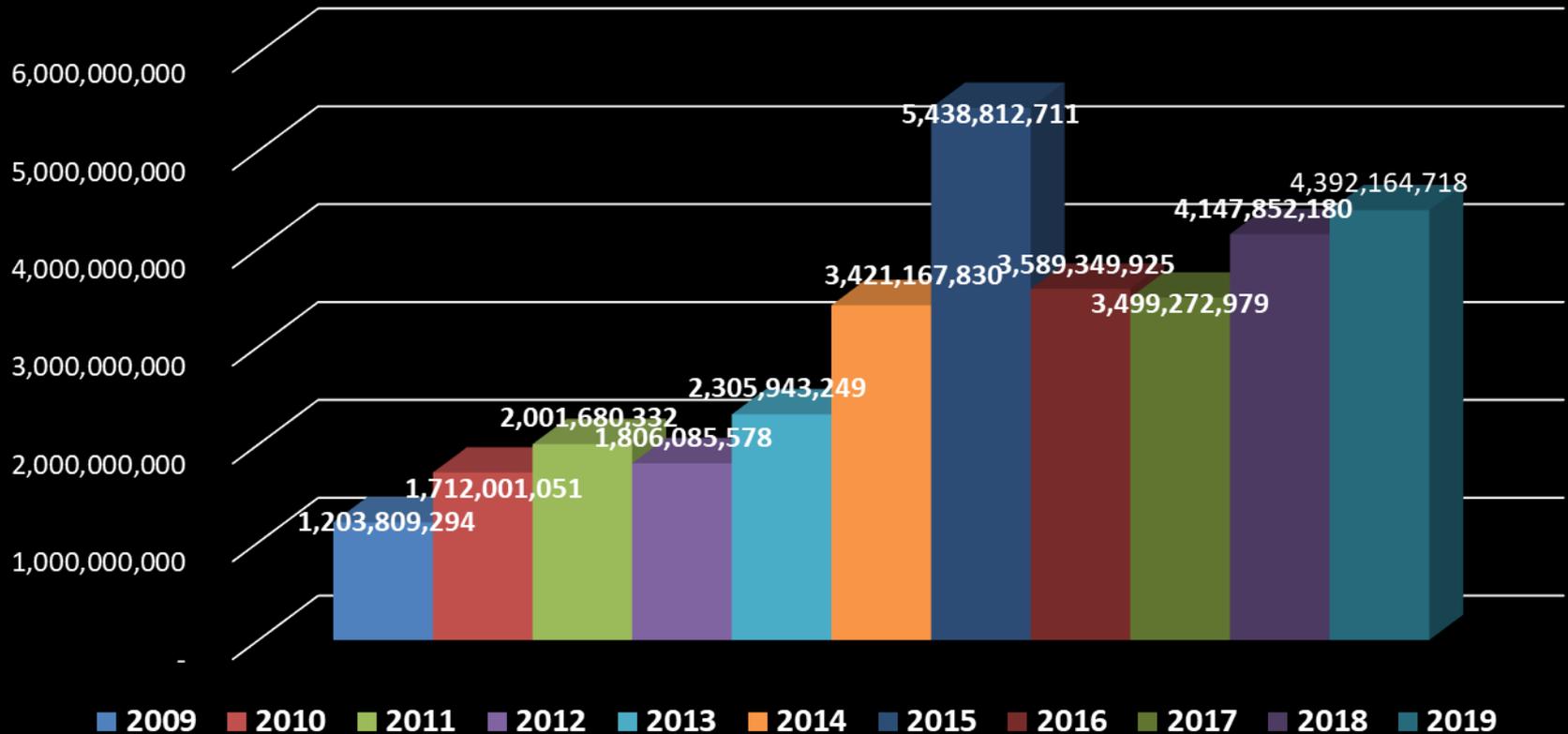
INCREASE / DECREASE AFTER APPROPRIATION



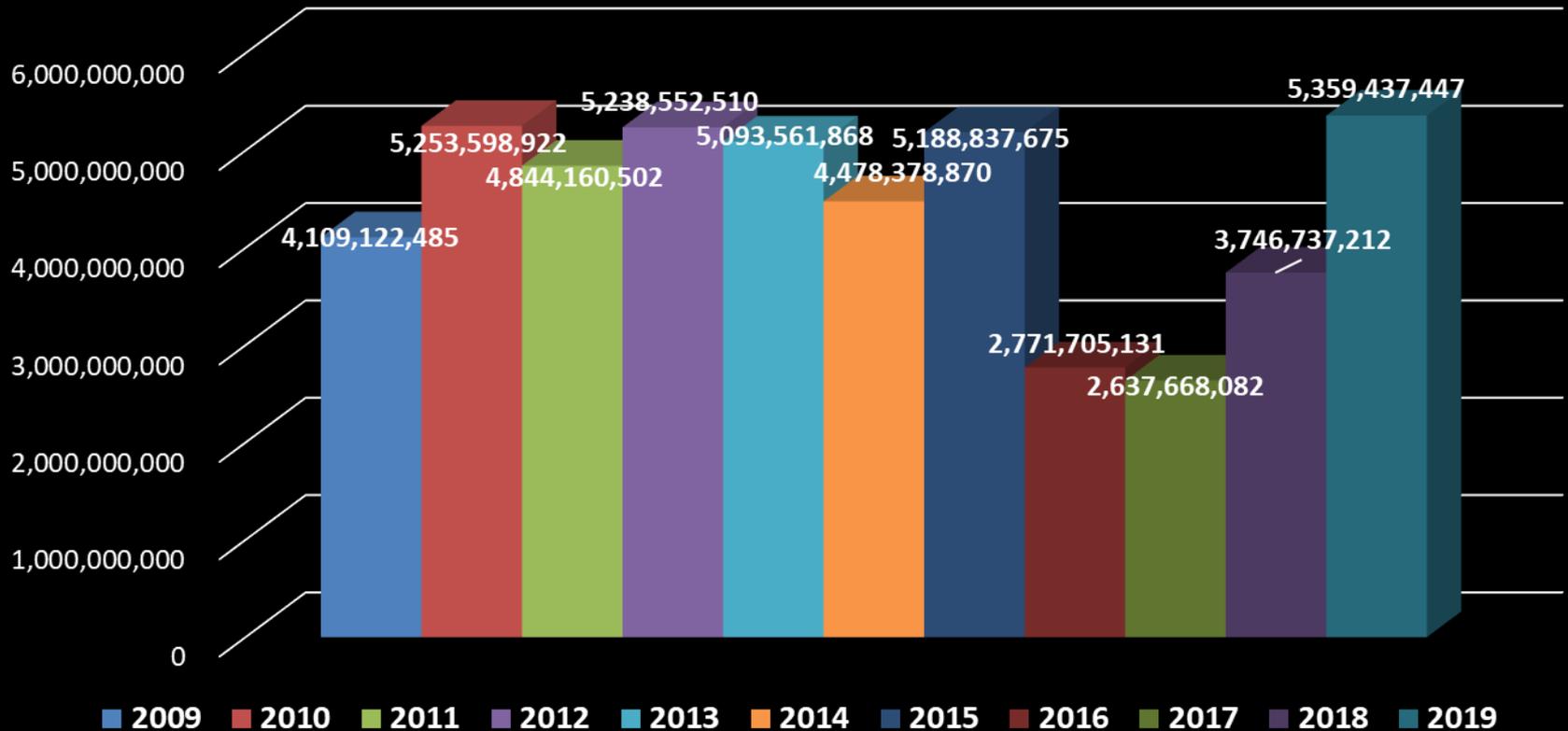
NET INCREASE / DECREASE FOR YEAR



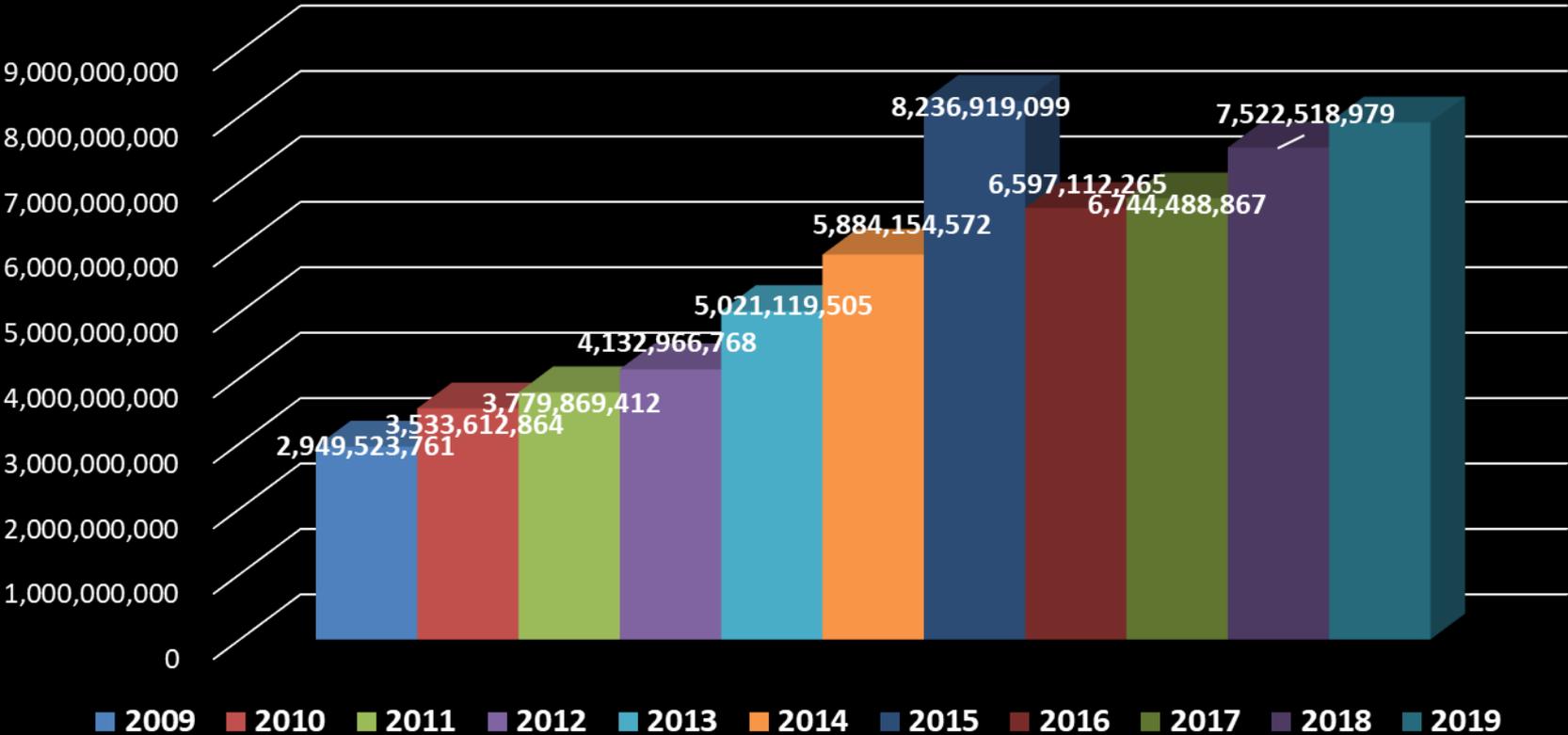
CURRENT LIABILITIES



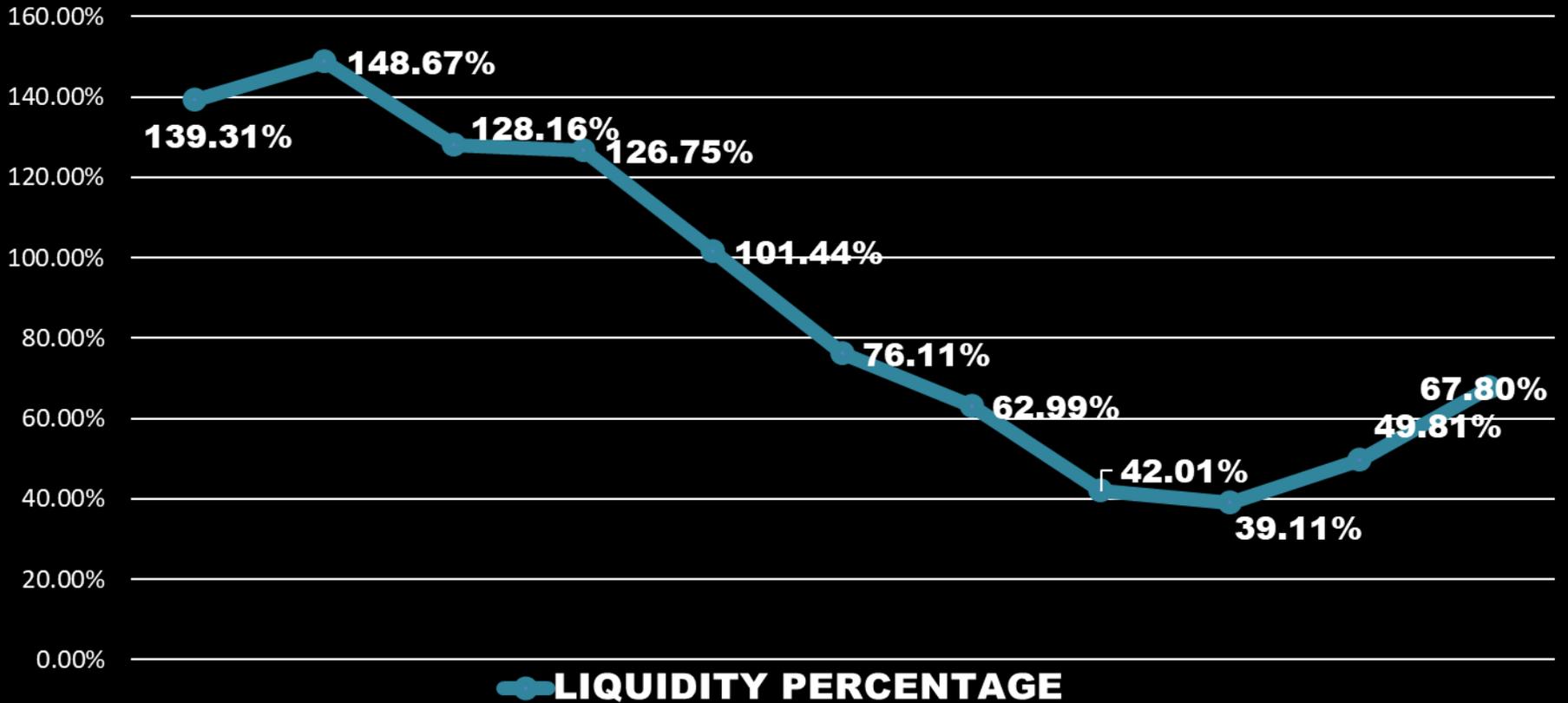
TOTAL LIQUID ASSETS



TOTAL COMMITMENTS



PERCENTAGE LIQUID ASSET



“Onipa ho anto no a, na efi ne nneyee.”

(Akan: Ghana)

If one is unhappy, the cause for one's unhappiness is within oneself

Explanation:

One is often to blame for one's own unhappiness. This proverb from Ghana encourages one to accept responsibility for one's own challenging circumstances instead of blaming others for them.



GROWTH AND LEARNING



Live within your income

- *Amaadhi amasabe tigamala ndigho.*

(Soga: Uganda)

When one begs for water it does not quench the thirst.

Explanation:

Often, something that one begs for is not exactly what one requires. It may be insufficient or not to one's liking. This proverb encourages one to work, to satisfy one's own needs rather than ask favors of other people.



- *“Kazana kulima,
vyakupewa
havitoshelezi.”*
(Bena: Tanzania)

**Persevere with
farming, handouts
will not satisfy you.**

Explanation:

**Handouts will help
one in the short
term, but in order
to feel fulfilled,
one's own living.**





A child who is carried on the back will not know how far the journey is.

Explanation:

A child carried on the back will not be able to gauge how far it has travelled because it has not undertaken the journey itself. This proverb is used to caution others that overprotecting a child does not encourage the child to become independent.



DIBETOU GUEST HOUSE

- Dibetou Property (Guest House) – Before 2009, the current Dibetou Property was used by the Division for its Mid-year and Year-end meetings. The condition was very deplorable to the extent that some delegates refused to be accommodated there. For those who were accommodated, there was an issue of congestion due to inadequate rooms. There were only two office staff members and their families occupying the whole building throughout the years. Today, the Dibetou Property is now a Guest House, attracting clients from Ministers to Embassy Staff, and making substantial income for the Mission of the Church.

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DIBETOU 2019



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Ebenezer Residence

- ❖ An eight apartment housing facility was constructed on a piece of land that was lying unused for over twenty years.
- ❖ This apartment currently houses some of the Departmental Directors.
- ❖ These apartments were originally intended to be used as guest houses to increase the non-tithe incomes to support the mission of the church.



EBENEZER RESIDENCE 2019





- Abuja Annex- A six (6) apartments property was purchased in Abuja for approximately 300,000,000 Naira to house five of our staff and to provide office space. The property is located in a prime area of Abuja.

ANNEX OFFICE, ABUJA 2019



ANNEX OFFICE, ABUJA 2019



- Bassam Land – A 4.86 hectares of land was purchased at 24,000 CFA per sq. meter near the Abidjan airport for the future headquarters of the Division since the current office compound is small and has security challenges in times of political crisis. Money was borrowed from the retirement fund for this investment. Currently, the price per sq. meter has increased to more than double of what we paid for.





- Dakar Land – This land was acquired for future development. It is a 40-acre land near to the new international airport of Senegal.

MILLENNIUM GUEST HOUSE 2019



- Millennium Guest House and Suites – The Division invested in the construction of a 50 room capacity Guest House in Monrovia, Liberia.
- To ensure efficiency and effectiveness in its operations, the facility has been leased to a company experienced in the industry.
- The lessee is to pay US\$50,000.00 a month for the next six months until the end of the year, and the monthly rent will increase by US\$10,000.00 thereafter until it settles at US\$100,000.00 a month.
- Unfortunately the Manager has defaulted in the payment



MILLENNIUM GUEST HOUSE 2019



MILLENNIUM GUEST HOUSE 2019



13TH SABBATH OFFERING PROJECTS

BENIN SCHOOL COMPLEX 2019



COSENDAI LAB BUILDING



Sierra leone mission headquarters





Hope
Channel

WAD Media & Communication Development

During the period under consideration, WAD was able to furnish the media center and the communication department with modern equipment to ease communication between the office, the outside world.

TRAINING

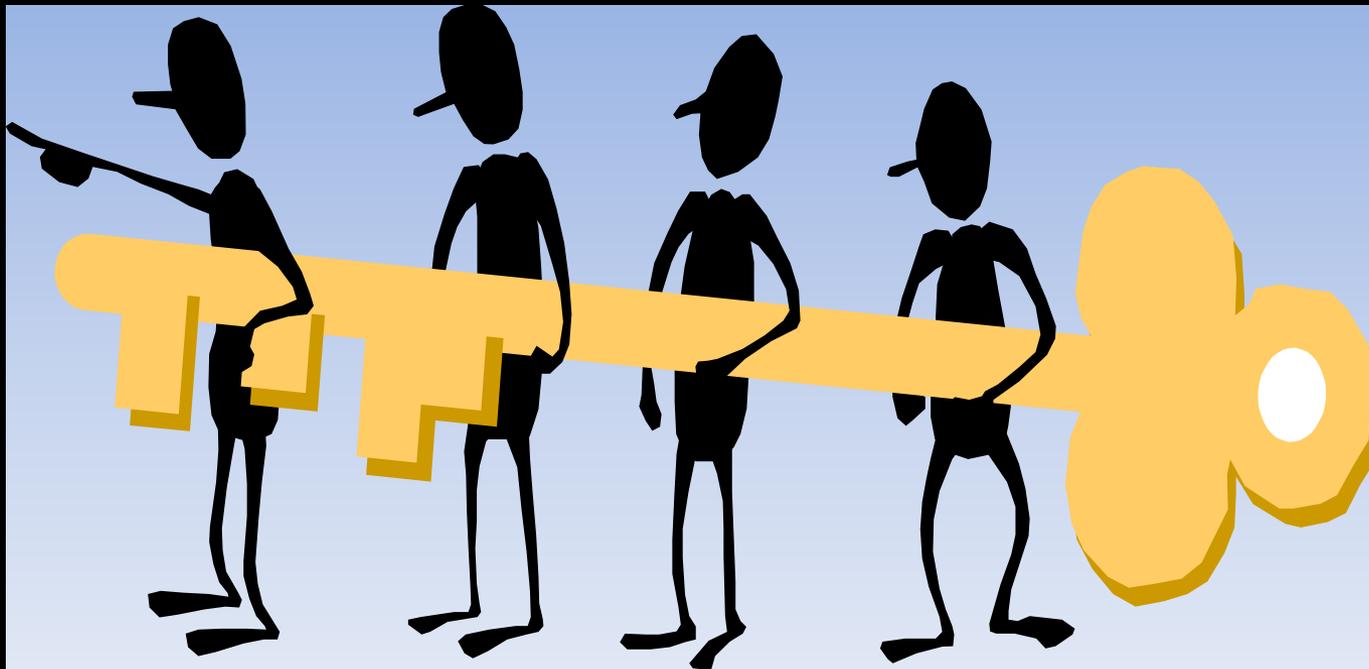
- We have done training in all the fields during the past quinquennial period
- We have also embarked on weekly workshops for all treasurers and accountants using the Zoom technology

○ *Haba na haba hujaza kibaba.*
(Swahili: East Africa)

Little by little the measure is filled.

Explanation:

Persistent effort helps to complete a task.



*Aberewa hwe abofra ma
ofifir se nna abofra so hwe
aberewa ma nese tutu.*
(Akan: Ghana)

**The mother feeds the
baby daughter before
she has teeth, so the
daughter will feed the
mother when she loses
her teeth.**

Explanation:

The mother takes care of her
daughter and it is hoped that her
daughter in turn will look after her
mother in her old age.



Borrowing is like Cancer

- *Ku la abal I tank, nga dem
fa ko neex.*

(Wolof: Senegal)

**If you borrow a man's legs,
you will go where he directs
you.**

Explanation:

If one is too heavily indebted
to someone, one will lose
one's independence.

One thing at a time

- *Mbeleko moja haibebi watoto wawili.*

(Kuria: Tanzania)

Two children cannot be held by a single cloth.

Explanation:

It is better to do one thing at a time.



The servant of the Lord, Ellen White, wrote in *My Life Today*, Page 10

We can see only a little way before us; “but all things are naked and opened unto the eyes of Him with whom we have to do.” He never becomes confused. He sits above the confusion and distractions of the earth, and all things are opened to His divine survey; and from His great and calm eternity He can order that which His providence sees is best.

If we were left to ourselves to plan, we should make mistakes. Our prejudices, our weaknesses, our self-deceptions, and our ignorances would be manifest in many ways. But the work is the Lord’s, the Cause is His; He never leaves His workmen without divine directions.

• *Jina jema hungara
gizani.*

(Swahili: East Africa)

**A reputable name
stands out even in
the dark.**

Explanation:

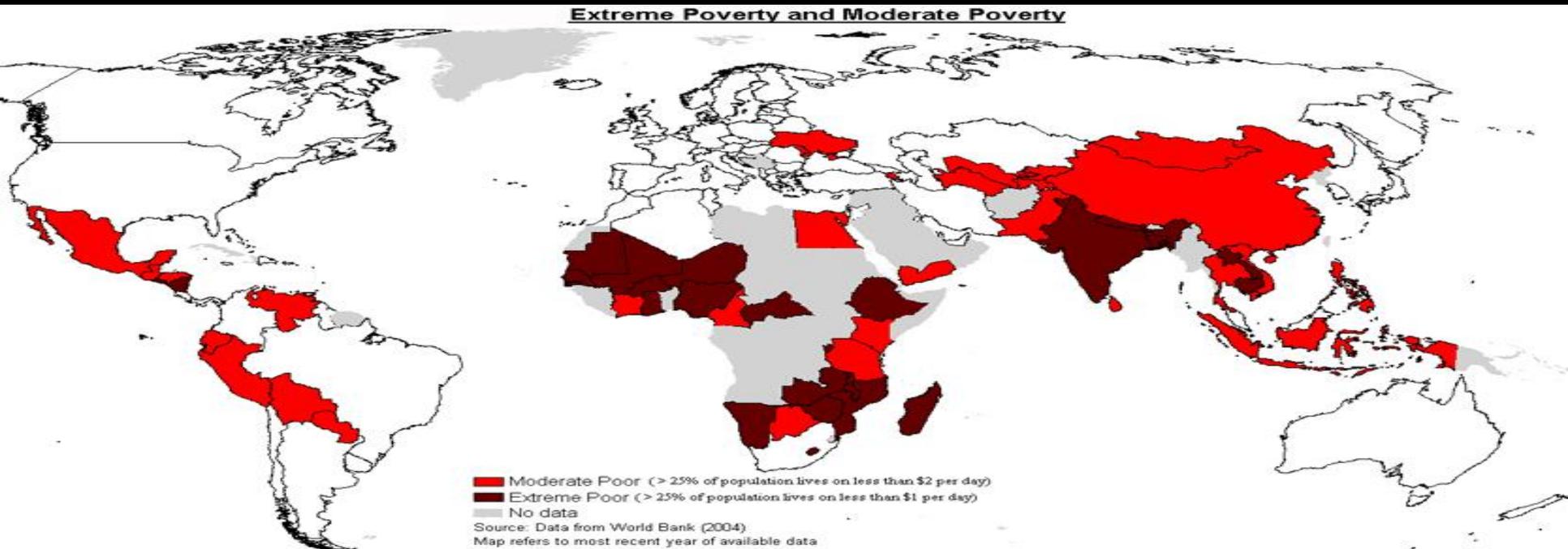
A good name is to be treasured.



CHALLENGES



- ❖ There are several financial challenges faced by the Division. There is low employment in the region. Some workers have not received salaries from the government for several months. There exist a high percentage of Muslims (about 50%) living within the Division's jurisdiction. Besides, animists comprise a more significant percentage, and cultural practices and beliefs are predominant.



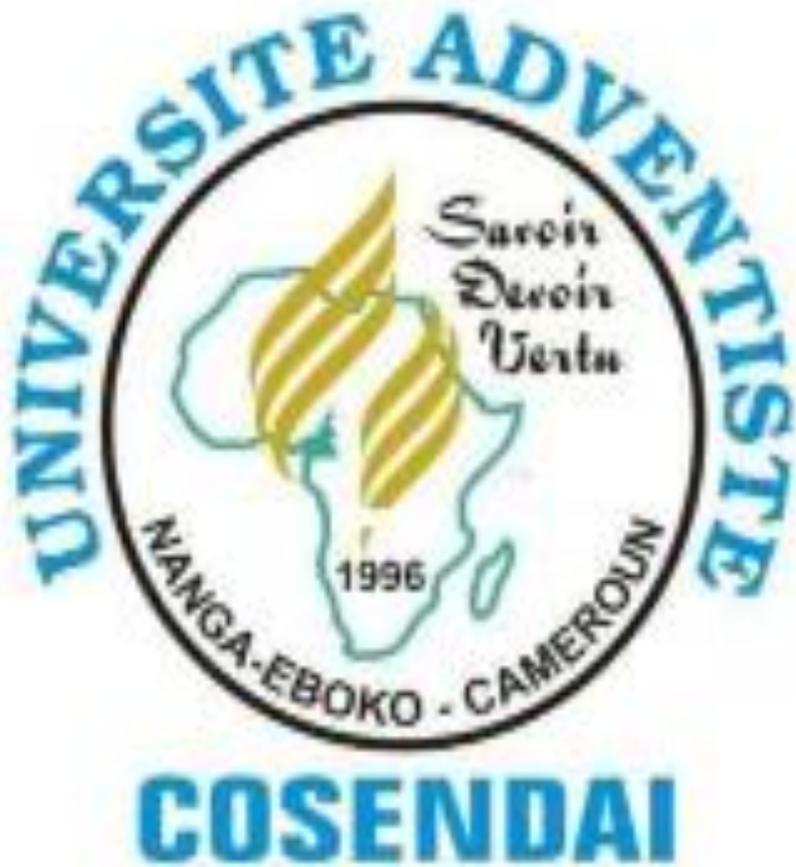


The Division has fourteen out of the twenty-two countries as French-speaking countries, as listed above. The income from these French-speaking countries forms less than 15% of the total revenue. The Portuguese and Spanish speaking countries income are part of the French-speaking countries. Only two countries, Ghana and Nigeria, contribute over 80% of the total Division revenue. These two English countries supporting the Division have currencies weak and volatile, unlike the French Speaking Countries..

One significant difficulty the Division has been contending with is the inability to transfer funds from Nigeria due to financial regulations freely. Where transfers have been done, in both Ghana and Nigeria, the cost of such transfers have been very high. Ironically, these are the countries with the highest accounts receivable. As the funds stay in these two countries, and with the constant devaluation and exchange fluctuations of the currencies, the Division loses both funds paid on their behalf and the tithe funds to be forwarded to the Division.



- Adventist University of Cosendai
- During this same period, the Division was able to save the Adventist University of Cosendai and all the Church institutions, including the Union office Buildings which had been pledged as collateral, when the University took a loan of 1,000,000,000 CFA from a Bank in Cameroon for campus development that did not go well. The Division had to pay off the loan to safeguard the institution and the other Cameroon entities from total collapse.



THE WAY FORWARD

- We have put all measures to address the challenges in the 2020-2025 Strategic Plans. We believe by following the plans; we can indeed reduce the obstacles if not entirely removed.

- *Ba azi osile si be ni yo.*

(Lugbara: Uganda)

No-one has teeth at birth

Explanation:

It takes time for a project to develop, just as teeth take time to grow in a child's mouth.



APPRECIATION

- I thank the three GC Officers who came together in 2018
- I thank the GC Under-treasurer and all the treasury staff for the support in diverse ways
- I thank my fellow Officers for this incredible unity we have enjoyed
- I thank my Colleagues in treasury at WAD and the Fields and the Directors in general
- Finally, I thank my wife, who has been alone whenever I travel



Motion for the Acceptance of the Treasurer's Report