# USHURU CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED



2016 | EDUCATION TEXT

Quality and Highly Efficient Services to Members since 1970

# **BOARD OF DIRECTORS**



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TREASURER



WILLIAM NDIRITU CHAIRMAN



JOAB MUNIALA

MEMBER

# **MESSAGE FROM THE NATIONAL CHAIRMAN**

On behalf of the Board of Directors and staff of Ushuru SACCO, I wish to welcome you all to the year 2016 Members Education.

The SACCO endeavors to continuously improve its products and services to members, to this end the Society has undergone a robust transformational process and embraced good governance, technology, product re—engineering and prudent financial controls.

To streamline processes and maximize members' wealth and value, the SACCO has put in place some initiatives and measures these include listing with a Credit Reference Bureau to curb loan defaults, we have developed a comprehensive service charter and we have continuous education program to members through social media and informing members about new products and services by conducting a station to station sensitization exercise.

Although the society has had an impressive performance, it has faced challenges through competition by other financial players and the increasing members' demands. This has called for creativity and innovation to open new frontiers and opportunities for doing businesses.

Adapting to change especially involving new technologies can be challenging the rising frequency of cyber-crime and growing sophistication of hackers make it absolutely critical that we stay up to date on new security technologies and tools to protect your online information and your money. However, as your SACCO and financial partner, it is our job not only to stay current in terms of technology but to also ensure that using our products and services especially those that are new is as easy and hassle-free as possible. I urge all members to take advantage of these new initiatives.

We remain committed to continually making USHURU SACCO an even better financial institution to count on one that is safe and secure, accessible and convenient, responsive and friendly and offers you the products, services and technology you need and deserve.

I am confident that the initiatives that we are pursuing to optimize our operations, deepen member relationships, investment in technology and outreach and improving efficiency levels are the right ones. We have demonstrated progress already and will endeavor to continue that momentum in 2016.

I would like to acknowledge the efforts of the staff and my fellow Directors during 2015 in ensuring we provide members with quality financial service.

# **Isaac Kiprop**

National Chairman

## MESSAGE FROM THE EDUCATION COMMITTEE CHAIRMAN

#### Introduction

The world and the financial services environment in particular, is constantly increasing in complexity and uncertainty, with change occurring at a rapid pace. This means that carrying on business as usual is no longer an option. The changing business landscape means facing many challenges from new technology, the consumers' demands for convenience, shifting demo—graphics and a lower saving rate. No one can predict exactly how these changes will take shape but as a Sacco we encourage a culture and mentality that lends itself to adapting quickly and becoming a more nimble organization.

To this end the SACCO is aggressively pursuing new frontiers every day; we have achieved the following initiatives so far as we continue to enhance quality of service to our members:

- 1) Product Re-engineering
- 2) Credit Reference Bureau
- 3) Mobile Application(App)
- 4) M-poa
- 5) Social Media

#### 1. Product Re-engineering

During the 2015 Annual Delegates Meeting, the delegates passed a resolution to increase repayment periods for our development and Shujaa loan as follows: Normal loan from 60 months to 72 months, Refinancing loan from 48 months to 72 months and Shujaa loan from 72 months to 84 months. In the just concluded 2016 Annual Delegates Meeting the School fees loan repayment period was also increased from 12 months to 24 months. Re—engineering of these products has seen an increase in the uptake of the product as well, members who previously could not qualify due to pay slip constrains i.e. the 1/3 rule can now comfortably qualify for these loans. The SACCO has witnessed a good number of members who had previously taken bank loans apply for these development loans to buy—off the bank loans.

Esteemed Members, by re-engineering these products we have been able to enhance our services to ensure that you continue getting value for your membership.

# MESSAGE FROM THE EDUCATION COMMITTEE CHAIRMAN

#### 2. Credit Reference Bureau

Following the gazettement of the Credit Reference Bureau Regulations 2013, in January 2014, financial institutions are required to share both positive and negative credit information of their customers. This means that members with a good repayment behavior now have the opportunity of consolidating their good record.

The Sacco is now registered with Credit reference bureau precisely TransUnion Africa. TransUnion Africa is licensed by the Central Bank of Kenya to collect and collate credit information on individuals and companies from different sources and provide that information in form of a credit report upon the request of the Sacco. Information sharing will help reduce bad loans further as banks and other financial institutions send defaulting members blacklisted by the Sacco to settle the outstanding amount.

#### 3. Mobile App

As a society we are pleased to report that we successfully launched the Ushuru Sacco Mobile Application (App) currently running on the Android platform downloadable from Google play Store. We want to be visible to members at all times. It is designed to ease access to information on individual member's accounts as well as conveniently enable transactions like Investment withdrawal. We believe that the App brings value to our members and improves our brand recognition as a Sacco.

Members no longer have to be tied down to a desk or visit our offices to get some of our services, interact with us on the go, take us anywhere you go and transact at anytime with the Ushuru Sacco Mobile app, our secure mobile App. The App is specifically designed to help you on your financial journey by making it more convenient, efficient and accessible for you to transact when it suits you.

As earlier mentioned the Mobile App is currently available only on the Android platform, we in the process of availing the App to the other mobile platforms, IOS and windows for members who are not on the Android platform.

#### 4. M-poa

As your Sacco we strive to understand your needs and cater to them. We know that occasionally you find yourself in the midst of a difficult financial situation. When that happens you should consider applying for M—poa loan to help you cover emergency or necessary expenses. It is short—term loan that gives you money when you need it so you can pay your bills and avoid the consequences. It is easy to apply and qualify for as you only need to have been a member for six month. It is also very fast as it is processed in minutes

The maximum one can borrow is Kshs.10, 000. M—poa is accessible from both the Mobile App and via M—Sacco by dialling \*346# select option 3 M—poa loan and key in the amount. Member receives a message that M—poa Loan has been received and is under process. A member then receives a message on Sacco loan payment via M—pesa

The Board is reviewing the maximum amount one can borrow from M–Poa and the maximum repayment period, once these are finalized members will be communicated to accordingly.

# **MESSAGE FROM THE EDUCATION COMMITTEE CHAIRMAN**

#### 5 Social media

Members are encouraged to follow us on Facebook and Twitter. We will keep you up to date with all recent Sacco news, and bring you the latest notices and information on Sacco events. Social media is also a very good platform for members to provide feedback to let us know what you think and also get instant answers on queries. We always appreciate your feedback and comments.







We have made our website more interactive and responsive by adding live chats this has allowed us to decrease member service response time and increase member satisfaction. The majority of people browsing our web site prefer to use Live Chat and receive immediate assistance rather than waiting in telephone queues or waiting for an email response. It has helped us increase and build member trust and confidence in our products and services, as well as giving us valued feedback from you our esteemed members.



## **USHURU INVESTMENT CO-OPERATIVE SOCIETY**

#### Introduction

Ushuru investment Co-operative (UIC) is a fully-fledged Investment society registered under the co-operative act whose main mandate is to carry out investment activities.

#### **Background Information**

Co-operative societies like any other legal entity are registered to perform specific activities spelt out in the objective clause in the by-laws (section 4). Ushuru Sacco is a Savings and Credit Co-operative Society whose objective is to accumulate savings from members and advance the same back to them as credit at affordable interest rates. The Society used to engage in land acquisition ventures on behalf of members but this has been curtailed by law which requires Societies to stick to their core business in the Sacco's case savings and credit (loans).

Considering that Investment opportunities that could be beneficial to our members are many and ever increasing, it became imperative to register an investment co-operative society with an objective of under—taking among other things; investment in listed shares, real estate, fixed deposits and any other viable investments. Ushuru Investment co-operative was therefore formally registered on 3rd July 2013. The Society held its first Annual general meeting on 9th August 2014 where it officially took off.

#### **UIC Objectives**

The objectives for which the Investment Co-operative is established among others are: -

- To invest members' contributions in prudently identified ventures in order to maximize the return on their investment.
- ii) To acquire, lease, or otherwise dispose of the building(s) and other fixed properties as necessary.
- iii) To purchase, take on lease or exchange, hire or otherwise acquire any movable or immovable property.
- iv) To improve, manage, develop, and turn to account, grant rights or privileges in respect of or otherwise deal with any of the property, rights and privileges of the society.

#### **UIC Products**

The Investment co-operative intends to roll out the following products:

- i) Buying and selling of plots to both members and the public
- ii) Investment in real estate

#### How will members acquire these products?

- i) Cash payments
- ii) Loans from the Sacco
- iii) External Financing (Personal or arranged)

#### **USHURU INVESTMENT CO-OPERATIVE SOCIETY**

#### A U.I.C member is entitled to the following:

- i) Immediate Notification on all new projects
- ii) Due diligence on lands at the highest level of expertise
- iii) Is given first priorities on all our projects
- iv) Is allocated land preferentially compared to non members
- v) Discounted rates on projects

#### Membership requirements

- i) Entrance of ksh.5000
- ii) 300 shares of Kshs. 200 each payable in installments of 6-12 months.
- iii) Kshs. 3000 minimum monthly deposits

## **Mode of Payments**

U.I.C modes of payment are open not restricted to check-off only; members can make their contributions using the following modes of payments:

- i) Check-off system- Deductions from the pay slip through the Employer
- ii) Direct payments to the U.I.C Bank Account:-

A/c Name: Ushuru Investment Co-operative Society

Bank: Co-operative Bank of Kenya

Branch: Ukulima

A/c No: 01120452295700

- iii) Standing Order
- iv) M-pesa Lipa Na Mpesa Pay Bill

Business Number: - 991580

Account Number: - Member's National ID Number

v) Any other mode of payment as may be approved by the Annual Delegates Meeting.

#### **UIC On-going Project (Kitengela, Milimani Housing Project)**

The Society has already purchased a parcel of land in Kitengela, milimani area, where it will put up houses for sale to the UIC members and the general public. Ushuru Investment Co-operative as well as Ushuru Sacco Members will be advised on the exact costing once this is finalized. Members have the benefit of getting these services at a lower price compared to the general public.

# **USHURU INVESTMENT CO-OPERATIVE SOCIETY**

#### The Kitengela, Milimani Location/ Site Features

- i) 1.5km to the New Namanga Rd
- ii) Land prices 100% up in last 2 years (Wananchi Homes 2016)
- iii) Part of the Nairobi Metropolis ;SGR-4km, roads and Industry
- iv) Economic Activity; Cement factories, banks, Universities (KAG, KCA, Kampala, KIM), 10% increase in industrial set up 2010–2014 (KNBS, 2015)
- v) Services; Hospitals, Recreation and commercial centers
- vi) Low density developments mainly singly occupied 1/8 acre
- vii) Completed and ongoing developments; Oasis Park, Almond Grove
- viii) Clean Title





# **MESSAGE FROM THE CHIEF EXECUTIVE OFFICER**

In the 45 years since USHURU SACCO SOCIETY first began serving the financial needs of our members, we've grown from a few employees of the then Customs and Excise Department in the Ministry of Finance coming together to save money and provide each other affordable loans to a full–service Co–operative Society serving over 4,500 Members throughout the Country.

We have grown by keeping our original promise of providing exemplary financial Services to our members (*Huduma Maradufu*).

In 2015, thanks to your continuing participation, we recorded our strongest year ever in the history of our cooperative, exceeding Kshs. 2.6 billion in assets. Lending and deposits were up, while delinquency rates dropped, indicating that we headed in the right direction to achieving our Vision. Below are highlights of what my office would wish to share with you as far as the operation of the Society is concerned.

#### **Ushuru Sacco service charter**

One common challenge faced by every organization is how to better its service. To this end we have developed a Member Service charter with the objective of providing a framework for defining service delivery standards, the rights of members, and how complaints from members will be handled. It is in essence a "social pact" between the Society and its members.

#### **Share Capital**

It is a requirement by the Regulator that all SACCO'S have a minimum of 10% of their total assets as Core capital. Core capital is institutional capital added together with the share capital. Institutional capital is accumulated reserve of the Society while share capital is contributed by members. Therefore all members MUST have some shares to qualify them to be part of the owners of a SACCO. In our case, Kshs. 10,000 has been set as the minimum amount to be maintained by every member as Share Capital. The minimum amount is subject to review by the Annual Delegates Meeting (ADM) in line with business need or requirements by regulators.

The share capital amount just like the monthly deposits earns a percentage of interest known as dividends. The practice of the Sacco has been to capitalize the dividends so as to meet the ratio prescribed by the regulators. The withholding tax on dividends is a rate of 5% subject to review by parliament.

#### **Loan Guarantee**

Members can guarantee up to a maximum of 3.5 times of their monthly share deposits. Members are advised to work closely with each other for ease access of guarantors. In the past we witnessed quite a number of applications being accompanied with fake guarantor details. I am pleased to inform you that this has been eliminated, all guarantors are now confirmed via telephone calls and no loan is issued unless all guarantors have confirmed. Members are urged to exercise utmost integrity when taking loans.

#### **Member Statements**

Members are entitled to their annual statements at the end of every financial year, which we send via E—mail to all members, Members are encouraged to update their email addresses with the Society for easier communication. Members can also access their statements online on the Member portal on our website, from the portal members are able to view their loan repayment statements, monthly deposit contribution statement and the M—Sacco statement, all these statements are real time.

## MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

#### **Branches Networked**

Our four branches are now fully inter-linked and networked with the Sacco operating system Microsoft Navision, this has enabled us bring services closer to members. Services are much easier to access and members are able to meet their financial needs more promptly.

#### **Member Sensitization**

Our purpose is to offer competitive financial products and services that meet our members' needs. We can only do so by constantly been in touch with our members. We want Ushuru Sacco to be a trusted resource that can help make members lives better. We are also committed to educating members in areas that they need clarifications. Our marketing team is flexible enough to visit members in their stations to carry out sensitization exercise to enlighten our members on our products and services.

# **Leading edge Operation Strategy**

We continue to implement planned initiatives that support our key financial and growth goals and operational project plans. We enhanced products, services and member channels through sound marketing initiatives and strategies and by so doing we have been successful in recruiting more members to the Society and bringing more employers to our common bond. Our staff is our best asset and we continued investing in their training, development and leading edge human resource practices.

#### **Corporate Social Responsibility**

The Sacco also recognizes the role of the community in providing a conducive environment and we carry out annual CSR activities, in 2015 we visited Maji Mazuri Children's home and donated foodstuffs and clothing. Going forward we intend to extend this program to our branches in Mombasa, Eldoret and Kisumu.



# THE USHURU SACCO SERVICE CHARTER

	SERVICE		REQUIREMENTS	DURA	TION EXPECTED TO TAKE	DEPARTMENT
1	Email and written correspondence			•	Reply within 24 hrs	Administration
2	Telephone call			•	Immediately	All
3	General enquiries at desk				5 minutes	All
4	Membership application	·	Duly filled membership forms Copy of National ID and Colored passport photo	Ó	Confirm receipt within 48 hrs Board approval within 30 days	Administration
5	Social media comments & inquiries		Stable Internet Service	•	Response within 1 hour	Marketing
5	Requests for Marketing visit	M		•	Confirmation within 24 hrs	сс
7	Almasi loan processing	<b>/</b> :	Duly filled loan application form Signed by a witness	•	Maximum 30 minutes	Credit
8	Normal, Refinance, Emergency, School fees, Jongea, Tiba and Shujaa loan		Duly filled loan application form Signed by guarantors Copies of two latest pay slips Copy of National ID Loan form endorsed by employer Signed by witness	•	Within 48 hrs	
)	M-poa Loan	•	M-Sacco registered members	•	Within 2 minutes	ІТ
10	Refund deductions from payroll	\ ·	Attached relevant evidentiary documents	•	Within 24 hrs	Credit
11	M-Sacco registration(walk ins)	1	Duly filled M-Sacco registration form Copy of National ID	•	5 minutes	IT
12	M-Sacco registration (via email)		Duly filled M-Sacco registration form Copy of National ID		Within 12 hrs	···
13	Live chat responses		Stable Internet Service		2 minutes	cc
4	M-Sacco pin resets		Phone call or written request		5 minutes	cc
5	Portal password requests	<i>D</i> _ •	Phone call or written request		10 minutes	cc
16	Receipting deposit slips(walk ins)		Deposit slip	i	5 minutes	Finance
17	Receipting deposit slips (via email)	•	Deposit slip	710	Within 12 hrs	cc
18	Receipting standing orders	•	Standing order	•	Within 20 minutes	cc
19	Cash payments	•	Copy of National ID	•	Within 10 minutes	cc
20	Loan encashment	•	Copy of National ID		Within 10 minutes	cc
21	Preparation of cheques	•	Copy of National ID	•	Within 48 hrs	cc
22	Investment withdrawal		Duly filled investment withdrawal form Copy of National ID	•	Within 30 minutes	cc
23	Membership withdrawal		Duly filled membership Withdrawal form Duly executed guarantor substitution forms	•	Within 2 months	cc

## 2016 ADM RESOLUTIONS & INFORMATION

#### Resolutions

The 30th Annual Delegates Meeting discussed and passed the following as resolutions for implementation;

- **1.** That Dividends on paid—up share capital for the period ending 31st December 2015 be paid to members as re—capitalization at 12%(less withholding tax) in the month of April 2016.
- 2. That Interest on Members' deposits for the period ending 31st December, 2015 be paid to members at 10.5% on weighted average basis(less withholding tax) in the month of April 2016. This will apply to deposits held as at 31st December, 2015.
- **3.** That Interest on Members' Investment Savings for the period ending 31st December 2015 be paid to members at 9% on weighted average basis( less withholding tax) in the month of May 2016. This will apply to Investment deposits held as at 31st December 2015
- **4.** That the Society's borrowing power is maintained at Kshs. Fifteen (15) million for the purpose of further—ing the objectives of the Society
- 5. That the Society commences construction of an eight storey head office building in the acquired plot in Kilimani area, Nairobi at a cost within the approved budget and therein disposes off three floors as a financial option to the project.
- **6.** That the Society disposes off the two properties at Airport view and Saatchi Plaza as a financial option for the office block.
- That the review of need for additional delegate shall be done once in three years beginning in the year 2018.
- **8.** That repayment period of School fees loan be increased from twelve (12) months to twenty four (24) months with effect from 1st May 2016.

#### **General Information of the Society**

- 1. The Society wishes to remind members on the partnership with CIC Insurance on a negotiated insurance cover at 4%. Those interested are advised to get in touch with the Society's Marketing Officer, Mr. Kelvin Mung'asio on 020 271 9660.
- **2.** Members are advised to fill and submit, Family Record Forms and update their beneficiaries in the Next of Kin form. Both Forms are available in the Sacco Website.
- 3. Members are also reminded Members education will now be conducted in the Month of May.
- **4.** Members are urged to join the Ushuru Investment Co-operative; the initial project will be communicated soon.

# **FINANCIAL PERFORMANCE**

# **Financial Performance**

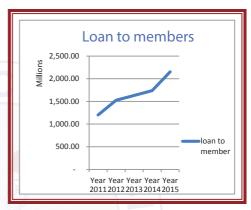
The society has continued to record good performance as highlighted in the table below:

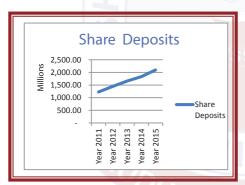
Year	Membership	Share/Deposits Kshs (weighted)	Loans To Members Kshs	Gross Income Kshs	Interest/Dividend Kshs	Average Interest/Dividend (Percentage)
1999	2532	142,548,300	148,944,200	15,435,000	9,211,400	6.5%
2000	2223	161,522,400	138,563,500	19,859,500	12,585,800	7.8%
2001	1953	165,351,100	165,351,800	19,281,300	11,287,200	6.8%
2002	2015	215,341,200	233,465,300	24,186,300	14,287,200	6.8%
2003	2025	270,384,100	284,683,400	32,046,800	22,105,700	8.2%
2004	2137	323,617,500	355,000,700	37,151,500	27,507,500	8.5%
2005	2189	402,058,600	436,039,400	46,857,500	32,968,800	8.2%
2006	2335	491,550,100	538,962,800	53,396,000	40,798,700	8.3%
2007	2568	610,556,600	668,836,100	69,226,500	54,950,000	9.0%
2008	3056	731,420,700	800,435,700	77,278,900	54,856,500	7.5%
2009	3424	866,126,400	966,506,200	101,658,600	68,767,800	8.0%
2010	3568	1,044,271,900	1,047,172,700	125,732,700	87,807,200	9.0%
2011	3781	1,227,971,400	1,199,996,600	182,377,800	106,959,400	9.0%
2012	4000	1,446,103,000	1,526,762,800	194,136,000	133,675,300	10.0%
2013	4298	1,659,169,200	1,632,784,000	228,238,300	157,242,000	10.2%
2014	4405	1,832,003,900	1,738,645,700	255,568,800	168,030,300	10.4%
2015	4817	2,096,594,600	2,150,121,200	308,812,000	201,033,800	10.5%

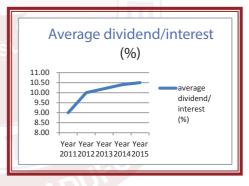
# **FINANCIAL PERFORMANCE**

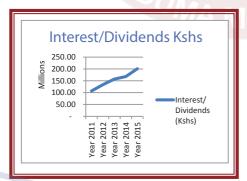
The financial performance table data is illustrated graphically below:













# **NOTES**

CACCO



# **BRANCH OFFICIALS**

#### **NAIROBI**



Emily Obonyo TREASURER



Caroline Malimba CHAIR PERSON



Rita Susan SECRETARY

# **MOMBASA**



Cecilia Mwamino TREASURER



Edward Talam CHAIRMAN



Fredrick Ochong

SECRETARY

# **KISUMU**



Lucas Mkindi TREASURER



Julius Owuor CHAIRMAN



Rose Latenya SECRETARY

# **ELDORET**



Florence Masai TREASURER



Edward Kuria CHAIRMAN



Violet Wafula SECRETARY

# VISION

To be a leading world class preferred and trusted SACCO in the provision of unique, quality and highly efficient services to members

# **MISSION**

To provide timely and conveniently innovative, competitive, affordable as well as accessible products and services

# **SLOGAN** "Huduma Maradufu"

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**Kisumu Office** 

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