

## USHIRIKA DAY AWARDS 2024

**This is an electronic Application Form. All details are to be filled and submitted online.**

When Submitting this application form please attach the following;

1. Society's Profile
2. Audited accounts for the last 3 years
3. Products Brochure

**Please answer the following questions as TRUTHFULLY as possible**

### **CATEGORY A: SAVINGS AND CREDIT CO-OPERATIVE SOCIETIES**

#### **PART 1: SOCIETY INFORMATION**

Name of Society :	<input type="text"/>		
Registration Number : CS/	<input type="text"/>		
P. O. Box :	<input type="text"/>	Postal Code :	<input type="text"/>
Telephone Number : +254	<input type="text"/>		
E-mail :	<input type="text"/>		

#### **1.1 CLASSIFICATION**

- a) Select the classification of your Sacco based on Total Assets as per audited books of 2023.
- Tier 1 Sacco - Total Assets of KES 10 Billion and above
  - Tier 2 Sacco - Total Assets of KES 5 - Below 10 Billion
  - Tier 3 Sacco - Total Assets of KES 2 - Below 5 Billion
  - Tier 4 Sacco - Total Assets of KES 1 - Below 2 Billion
  - Tier 5 Sacco - Total Assets of below KES 1 Billion
- b) Select the classification of your Sacco based on Sectors/pre-dominant original membership base
- Employer/Professional bodies based
  - Agriculture based
  - Community/business people/faith based
  - Transport based

## 1.2 SASRA LICENSE

- a) Indicate the Sacco's licensing/regulation status
- Licensed Deposit Taking (FOSA) Sacco
  - Authorised Non-withdrawable Deposit Taking Sacco
  - Non-SASRA Regulated Sacco

## 1.3 BRANCH NETWORK

- a) Does the Sacco have branches/satellite offices in addition to the Head office?  YES  NO

If Yes;

b) How many branches?

c) How many Satellite Offices?

## PART 2. MEMBERSHIP

### 2.1 GROWTH

- a) Please indicate the Society's membership data for the last 3 years.

Year	Active Membership	Dormant Membership	Total Membership	% Growth	Male Members	Female Members	Other Members (e.g. groups, institutions)
2021	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2022	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2023	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

### 2.2 MEMBER EDUCATION

- a) Indicate the attendance and expense on member education from your last year's audited accounts. List the topics trained and the channel used for member training.

Year	2023
Amount spent	<input type="text"/>
No. of members trained	<input type="text"/>
Topics trained	<input type="text"/>
List the channel used for training	<input type="text"/>
Service provider used	<input type="text"/>



### 3.4 EXPENDITURE TO INCOME RATIO AND LIQUIDITY MANAGEMENT

a) Indicate the following figures from the income statement of the last financial year, 2023.

Item	Amount (KES)	% of Total Expenditure*	% of Total Income
Financial Expense*			
Total Staff expenses			
Committee Expenses			
Members Expenses			
Rent Expense			
Operating Expense*			
Total Expenditure*		N/A	

\*NOTE: Exclude Interest expense on Member Deposits, Depreciation/amortization and Provisions

b) Indicate the following ratio from the income statement of the last financial year, 2023.

Liquid assets/Total short term deposits and liabilities (%):

### 3.5 BUDGET

a) Indicate the following figures from your financial records over the last 3 years.

Year	Budget Provision (KES)	Actual Expense (KES)	Variance (KES)	% of Total Budget
2021				
2022				
2023				

### 3.6 INTEREST ON MEMBER DEPOSITS

Year	Total interest paid on BOSA deposits (KES)	Total BOSA Deposits* (KES)	% of BOSA Deposits
2021			
2022			
2023			

\*NOTE: Exclude FOSA Deposits

- a) List the services provided by your parent organization to the Society, if applicable.

## PART 4. CREDIT MANAGEMENT

### 4.1 LOANS TO MEMBERS

- a) Indicate the following figures from the balance sheet over the last 3 years. Include FOSA Loans.

Year	Amount of Loans disbursed (KES)	Loans repaid in the year (KES)	Loan balance at close of year (KES)	% Growth
2021				
2022				
2023				

- b) Indicate number of loan accounts as of 31st December 2023:

- c) Indicate number of members with loans as of 31st December 2023:

### 4.2 LOANS TO DEPOSIT RATIO

Year	% Ratio
2021	
2022	
2023	

### 4.3 EXTERNAL BORROWING

- a) What is the total interest expense from borrowed funds in the last financial year? (Refer to income statement)

Interest expense (KES):

- b) List the external loans balances as at end of 2023, citing the sources and interest rates charged per annum.

Institution borrowed from	Type of Loan	Outstanding Balance (KES)	Interest Rate (p.a.)

#### 4.4 LOAN RATIOS

- a) How many members had loans as at 31 December 2023?

- b) What was the maximum amount loaned to an individual in 2023 (KES)?

- c) What is the average Loan amount per member in 2023 (KES)?

#### 4.5 INTEREST ON LOANS

- a) Indicate the total interest income received from loans to members in the year 2023? (Refer to income statement)

Total Interest Income (KES):

- b) Indicate the interest rates charged on your best (highest balance) three loan products in 2023.

Loan Product	Outstanding Balance	Interest Rate (p.a.)

#### 4.6 DEFAULTER MANAGEMENT

- a) Indicate the performance of your loans to members as at end of 2023 as follows;

Risk Classification	Period in Arrears	Total Loan Amount (KES)
Performing Loans	0 days (No default)	
Watch	1 - 30 days	
Substandard	31 - 180 days	
Doubtful	181 - 360 days	
Loss	over 360 days	
Portfolio at Risk (P.A.R.)		

Loan Portfolio Validation (should be zero)

b) Default Rate (%) - (P.A.R./Total Loan Portfolio)

#### 4.7 LOANS TURN AROUND TIME

a) What is the shortest time, in days, taken to disburse a loan from application date?

b) What is the longest time, in days, taken to disburse a loan from application date?

#### 4.8 LOANS BACKLOG

a) Does the Society have any Loan applications backlog?  YES  NO

If YES, How much (KES)?  What is the waiting Period (days)?

### PART 5. PRODUCTS AND SERVICES *(Kindly attach Product Brochure)*

#### 5.1 LIST OF SAVINGS PRODUCTS

1.	<input type="text"/>	4.	<input type="text"/>
2.	<input type="text"/>	5.	<input type="text"/>
3.	<input type="text"/>	6.	<input type="text"/>

#### 5.2 LIST OF CREDIT PRODUCTS

	Product	Loan Processing Period per Service Charter		Product	Loan Processing Period per Service Charter
1.	<input type="text"/>	<input type="text"/>	7.	<input type="text"/>	<input type="text"/>
2.	<input type="text"/>	<input type="text"/>	8.	<input type="text"/>	<input type="text"/>
3.	<input type="text"/>	<input type="text"/>	9.	<input type="text"/>	<input type="text"/>
4.	<input type="text"/>	<input type="text"/>	10.	<input type="text"/>	<input type="text"/>
5.	<input type="text"/>	<input type="text"/>	11.	<input type="text"/>	<input type="text"/>
6.	<input type="text"/>	<input type="text"/>	12.	<input type="text"/>	<input type="text"/>

#### 5.3 LIST OF INVESTMENT PRODUCTS

1.	<input type="text"/>	4.	<input type="text"/>
2.	<input type="text"/>	5.	<input type="text"/>
3.	<input type="text"/>	6.	<input type="text"/>

#### 5.4 LIST OF OTHER PRODUCTS

1.	<input type="text"/>	4.	<input type="text"/>
2.	<input type="text"/>	5.	<input type="text"/>
3.	<input type="text"/>	6.	<input type="text"/>

## 5.5 INNOVATION & PRODUCT DEVELOPMENT

a) List the NEW products/projects the Sacco introduced in each year.

2021	2022	2023

## PART 6. GOVERNANCE

### 6.1 ANNUAL GENERAL MEETING (AGM) OR ANNUAL DELEGATES MEETING (ADM)

	2021		2022		2023	
	AGM	SGM	AGM	SGM	AGM	SGM
<b>Date Held:</b>						

### 6.2 BOARD/CMC COMPOSITION

a) Indicate the BOD/CMC composition using the following parameters

	Number	%
Total Number of BOD/CMC in the last year		
Number of Male Board Members		
Number of Female Board Members		

### 6.3 BOARD/CMC MEETINGS

a) Indicate the number of BOD/CMC Meetings held in each of these years.

Year	Number of Meetings
2021	
2022	
2023	

### 6.4 BOARD/CMC TRAINING

a) Please indicate the trainings attended during the year 2023 by board members and by which institutions.

Course attended	No. of Board members attended	Institution attended/facilitated	Month attended



## 6.5 STRATEGIC MANAGEMENT (PLAN)

a) Does the Society have a Strategic Plan?  YES  NO

If YES, When will it expire?  When was the last review?

## 6.6 RISK MANAGEMENT

a) Does your Society have a documented Risk Management Policy?  YES  NO

b) Does the Society have a documented Business Continuity Plan?  YES  NO

c) Select from the table below all the policies and operating manuals that the Society has in place

Audit Policy	<input type="checkbox"/>	Confidentiality Policy	<input type="checkbox"/>	Finance Policy	<input type="checkbox"/>	Marketing Policy	<input type="checkbox"/>
Asset management policy	<input type="checkbox"/>	Credit Policy	<input type="checkbox"/>	FOSA manual	<input type="checkbox"/>	Procurement Policy	<input type="checkbox"/>
Anti-Money Laundering Policy	<input type="checkbox"/>	CSR policy	<input type="checkbox"/>	HR Policy	<input type="checkbox"/>	Records Management Policy	<input type="checkbox"/>
Board charter	<input type="checkbox"/>	Cyber crime policy	<input type="checkbox"/>	ICT Policy	<input type="checkbox"/>	Risk Management Policy	<input type="checkbox"/>
Business Continuity Policy	<input type="checkbox"/>	Dividend Policy	<input type="checkbox"/>	Information preservation policy	<input type="checkbox"/>	Savings policy	<input type="checkbox"/>
Claims and refund policy	<input type="checkbox"/>	Elections Policy	<input type="checkbox"/>	Investment Policy	<input type="checkbox"/>	Social media policy	<input type="checkbox"/>
Communication Policy	<input type="checkbox"/>	Environment, Health and Safety Policy	<input type="checkbox"/>	Liquidity policy	<input type="checkbox"/>	Transport Policy	<input type="checkbox"/>
Data Protection Policy	<input type="checkbox"/>	Others (Specify)	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

d) Tick from the table all the insurance policies that the society currently have

Asset covers		Cash covers		People covers		General covers	
Fire and Peril	<input type="checkbox"/>	Cash in Transit	<input type="checkbox"/>	GPA	<input type="checkbox"/>	Public liability	<input type="checkbox"/>
Buildings	<input type="checkbox"/>	Cash within premises	<input type="checkbox"/>	Medical cover	<input type="checkbox"/>	Terrorism	<input type="checkbox"/>
Loan	<input type="checkbox"/>	Cash during banking Hrs	<input type="checkbox"/>	WIBA	<input type="checkbox"/>	Fiduciary	<input type="checkbox"/>
Motor vehicle	<input type="checkbox"/>	Fidelity	<input type="checkbox"/>	Personal life	<input type="checkbox"/>	Political	<input type="checkbox"/>
Electronics/ Computers	<input type="checkbox"/>	Deposits	<input type="checkbox"/>	Group life	<input type="checkbox"/>	Other (Specify)	<input type="text"/>
Other (Specify)	<input type="text"/>	Other (Specify)	<input type="text"/>	Group funeral	<input type="checkbox"/>		
				Covers for Sacco Members (Specify)	<input type="text"/>		
				Other (Specify)	<input type="text"/>		

e) Does your Society have a Risk Register?  YES  NO

f) Does your Society have a Risk Management Committee?  YES  NO

## 6.7 GOVERNANCE MANUALS AND BOARD PERFORMANCE

a) Does the Society have a Board Charter?  YES  NO

b) Does the Society undertake regular Board performance evaluation?  YES  NO

## 6.8 CEO/MANAGER PROFILE

a) Name of the Current CEO/Manager

b) Number of years served as CEO/Manager

c) List all new projects implemented by the Sacco in the year 2023.

1.	<input type="text"/>	2.	<input type="text"/>
3.	<input type="text"/>	4.	<input type="text"/>

## 6.9 AUDIT FUNCTION

a) Does the Society have an Internal Audit function?  YES  NO

b) Who are the external auditors used last year?

c) What is the date of Registration of the last audited accounts?

d) What was the Auditor's opinion given in the last audit?

e) Has the society changed external auditors in the last 3 years?  YES  NO

If YES, who was the previous external auditor?

Which period did they serve? From:  To:

## 6.10 COMPLIANCE

a) Indicate status of the Society's compliance with the following:

i) Tax compliance  YES  NO

ii) International Financial Reporting Standard (IFRS) 9  YES  NO

iii) Unclaimed Financial Assets Act provisions  YES  NO

iv) Registered with Financial Reporting Centre  YES  NO

v) Registered with Office of the Data Protection Commissioner  YES  NO

vi) Compliance with SASRA Regulations  YES  NO

### 6.11 Litigation

a) Is there any pending court case against the Society?  YES  NO

If YES, what are the details and value/amount?

### 6.12 CORPORATE SOCIAL RESPONSIBILITY (C.S.R.)

a) Does the Society have a CSR Policy?  YES  NO

b) List the community initiatives that were undertaken by the society in the course of last year as part of Corporate Social Responsibility;

Nature of CSR Activity	Beneficiary	Date of CSR
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>

c) Which office is responsible for CSR activities in the Sacco?

d) Indicate the amount spent by the Society on CSR ;

Year	CSR Budget (KES)	% Growth	CSR Expense (KES)	% Growth	Total Expenses* (KES)	% to total expenses
2021	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2022	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
2023	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

\*NOTE: Excluding Interest expense on Member Deposits, Depreciation/amortization and Provisions

### 6.13 INNOVATION, ENVIRONMENT AND SOCIAL IMPACT

a) Give a brief description of initiatives the Society has undertaken or products the Society has introduced that have **Environmental and/or Social** impact on members and/or the community (In not more than 150 words)

## PART 7. MANAGEMENT INFORMATION SYSTEM & I.C.T.

### 7.1 ICT SYSTEM IN USE

a) What system/ service provider is the society using for the following functions?

Function	System in Use (Where Applicable)	Service Provider (Where Applicable)
1. Core operating system		
2. Financial Management		
3. HR Management		
4. Asset Management		
5. E-mail Domain		
6. Members Portal		
7. Website maintenance		
8. Website host		
9. Wide area Network		
10. Mobile banking		

b) Does the Society undertake system audits?  YES  NO

If YES, when was the last System Audit?

c) Select the tools that the society uses to maintain **Information Security**.

Anti-virus	<input type="checkbox"/>	CCTV surveillance	<input type="checkbox"/>	Passwords	<input type="checkbox"/>
Approval levels	<input type="checkbox"/>	Data encryption	<input type="checkbox"/>	Restricted access to server room	<input type="checkbox"/>
Document Registry	<input type="checkbox"/>	Documents Management System	<input type="checkbox"/>	Data Protection Policy	<input type="checkbox"/>
Backups	<input type="checkbox"/>	Firewall	<input type="checkbox"/>	Others (Specify)	<input type="text"/>

### 7.2 WEBSITE

a) Website address (If applicable):

b) Tick the services that your members/staff can access from your website;

1.	Sacco info/profile	<input type="checkbox"/>	10.	Online loan application	<input type="checkbox"/>
2.	Products/services	<input type="checkbox"/>	11.	Online Money transfer	<input type="checkbox"/>
3.	Loan calculator	<input type="checkbox"/>	12.	Feedback option	<input type="checkbox"/>
4.	Financial statements	<input type="checkbox"/>	13.	Gallery	<input type="checkbox"/>
5.	Downloads	<input type="checkbox"/>	14.	Online member recruitment portal	<input type="checkbox"/>
6.	Member statement access	<input type="checkbox"/>	15.	News/announcements	<input type="checkbox"/>
7.	Sacco Branch listing	<input type="checkbox"/>	16.	Sacco contact details	<input type="checkbox"/>
8.	Bylaws	<input type="checkbox"/>	17.	E-learning Portal	<input type="checkbox"/>
9.	Guarantors/tees information	<input type="checkbox"/>	18.	Others (Specify)	<input type="text"/>

### 7.3 TECHNOLOGICALLY ENABLED PRODUCTS

a) Tick the products/services the society is currently offering that are technologically enabled.

1.	M-Banking App services	<input type="checkbox"/>	6.	ATM services	<input type="checkbox"/>
2.	Internet banking	<input type="checkbox"/>	7.	POS services	<input type="checkbox"/>
3.	RTGS/EFT services	<input type="checkbox"/>	8.	M-banking Paybill services/Paybill number	<input type="checkbox"/>
4.	USSD services	<input type="checkbox"/>	9.	Auto SMS alerts	<input type="checkbox"/>
5.	E-Credit	<input type="checkbox"/>	10.	Others (Specify)	

b) Indicate the loan disbursement processes and utilization levels in the Sacco.

Disbursement Option	% of loans disbursed via option
Cheques	
Electronic channels (e.g. Fosa, RTGS, Mobile, etc)	

### 7.4 COMMUNICATION

a) Tick all the communication channels that you use when communicating to various stakeholders from the table below:

	Board Members	Staff members	Sacco members	Service providers	Other stakeholders
Phone call	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SMS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WhatsApp	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Member portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Telegram	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Virtual meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contact centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (Specify)					

b) If, the Sacco has a contact centre, what services can be obtained by members from the contact centre?

## PART 8. HUMAN RESOURCES MANAGEMENT

### 8.1 HR POLICY

a) Does the Society have an updated HR Policy?  YES  NO

### 8.2 PERFORMANCE MANAGEMENT SYSTEM (PMS)

a) Does the Sacco have a documented and implemented staff performance Management System?

YES  NO

### 8.3 EMPLOYMENT BENEFITS

a) List the benefits that the society is currently offering the employees.

1.		2.	
3.		4.	
5.		6.	

b) Indicate the current basic salary structure for the various job grades in the Society (*Attach Salary Structure/Latest Payroll*)

Positions	Minimum Basic Pay per month	Maximum Basic Pay per month
CEO/General Manager		
Management staff/HODs		
Branch Managers/Assistant HODs		
Supervisory Staff		
Clerical Staff		
Subordinate Staff		

### 8.4 STAFF EFFICIENCY

a) Please indicate the trends over the last three years.

Year	No. of Staff	Total Staff Costs (KES)	Staff Costs/Income Ratio (%)	Member*/Staff Ratio
2021				
2022				
2023				

*\*Only Active Membership considered in Ratio*

### 8.5 STAFF TRAINING

a) Please indicate the trainings attended during the year 2023 by Staff members and by which institutions.

Course attended	No. of Staff members attended	Institution attended/facilitated	Month attended

## 8.6 STAFF RETENTION

a) Please indicate the number of staff over the last three years using the table below.

Year	Permanent Staff(A)	Contract Staff (B)	Resignations* (C)	% Turnover =C/(A+B)
2021				
2022				
2023				

\*NOTE: this includes exits due to terminations and voluntary resignations other than natural causes such as death

### ACKNOWLEDGEMENT

**I confirm that all the information provided herein is correct to the best of my knowledge. (Any false information shall lead to disqualification of the society)**

Name of Respondent (Officer):

Position in Society:

Respondent Phone Number (for follow up)

Respondent Email (for follow up)

### INSTRUCTIONS FOR SUBMISSION

1. Once you complete, click on the submit button below, follow the simple instructions and send.
2. Send the e-mail to [co-opconsultancy@co-opbank.co.ke](mailto:co-opconsultancy@co-opbank.co.ke).

### APPRECIATION



Thank you for your time to give us your candid response. This information is confidential and shall only be used for the purpose it was intended for, as we undertake this critical exercise on behalf of The National Council for Ushirika Day Celebrations.

For any enquiries, kindly get in touch with Ursula on [UGesembe@co-opbank.co.ke](mailto:UGesembe@co-opbank.co.ke). Thank you.