Co-operatives as a Path to Achieving the Sustainable Development Goals - Perspective from Kenya

- Exploration Of The South African Financial Co-Operative Sector
- Co-operatives as a Path to Achieving the Sustainable Development Goals - Perspective from Kenya
- Innovations In Financial Services: Reducing Costs And Enhancing Productivity.
We love SACCOS Because We Understand Their Business.

Our Executives have over 140 man years of experience working with financial organisations all over Africa, Europe, and America; JETHRO is today the partner of choice for several organisations. Our partnership approach means we are able to step into the clients’ business shoes and develop, implement and commission leading edge technology solutions that impact the bottom line (profit) positively. Our solutions are developed to solve real business needs, enhance customer experience and improve business performance.

Services offered by our SACCOs include: – Reporting Solutions (SASRA & Dividend), Remote Field Collection System, Branchless Banking (Agency), Cloud Banking & Mobile (SMS) banking amongst others. These solutions allow the SACCOs to reach far and beyond, removing the limitations of Infrastructure, which is more prevalent by offering secure and reliable solutions that are easy to be deployed and very affordable. We Want to Work With You, Contact Us Today!!!

For More Information, Please visit, http://www.jethroltd.com
The Cooperative Summit is a publication of the African Confederation of Cooperative Savings & Credit Associations (ACCOSCA)


The Cooperative Summit is a publication of the African Confederation of Cooperative Savings & Credit Associations (ACCOSCA)
KUSCCO Ltd –Serving SACCOs in Kenya

By George Ototo

KUSCCO Ltd, the umbrella body for SACCOs has been at the forefront of advocating for SACCOs and assisting them grow since 1973. The Union was formed to represent SACCOs in legal and business requirements, to enhance a favourable operating environment.

There are 7,400 SACCOs in the country mobilizing domestic savings to the tune of about Kshs. 500 billion, accounting for about 35% of the national savings. The Societies have an asset base of about Kshs. 670 billion. Further, the sector in the country accounts for 62%, 65% and 65% of the continent’s savings, loans and assets respectively.

The growth of the SACCO Sector is evident and the country has bagged numerous accolades as a true testament of its achievement. One such award is the Outstanding Membership Growth Award, by The World Council of Credit Unions (WOCCU) in recognition of the Union’s most affordable housing schemes, with 7,000 accounts tailored to individual SACCO members for either plot purchase, house purchase or construction. The fund is currently constructing 120 three-bedroom maisonettes in Kitengela, to help solve housing problems in Kajiado. The Union is also partnering with housing and investment co-operatives for agency services to purchase and sell large chunks of land, which will benefit co-operators on economies of scale.

Further, the Union organizes international educational visits to various countries to benchmark with other co-operatives and live up to the philosophy of co-operation among co-operatives. So far, international tours have been organized to USA, Israel, China, Cameroon, Canada, UK, Scotland, South Africa, Australia, Gambia, among others.

KUSCCO offers Research and Consultancy services and pioneered the first Front Office Service Activities (FOSA) for SACCOs in Kenya, Tanzania etc. The consultancy services provided to affiliates include strategic planning, drawing feasibility studies, bylaws, salary and benefits surveys, recruitment among others.

A Risk Management department, which provides SACCOs with mutual protection against loan losses has also been established. It covers loans to members, committee members risks, funeral expenses and member savings.

To foster greater growth of SACCOs at county level, the Union has partnered with various National Governments to tackle the challenges of legislation and capacity building. Collaboration with all stakeholders will make the SACCO sector grow exponentially. The Union publishes ‘The SACCO Star’ magazine on a quarterly basis as a medium for creating awareness and as an extension of its advocacy role.

In October 2015, the Union with ACCOSCA has organized the SACCA Congress which will bring together co-operators from all over the world to address key topical issues facing SACCOs, and explore strategic and innovative techniques of ensuring sustainable co-operative, financial institutions. We call upon SACCO leaders to attend this conference, as it is a great learning and networking opportunity.

The just ended Global Entrepreneurship Summit (GES) 2015 in Kenya was a great show of the budding innovative minds from all over the world in all aspects of business ranging from transport, banking and finance, marketing, agriculture, technology, housing, education, health, etc. It was also a demonstration of the huge potential the budding youthful entrepreneurs have in creative and innovative mindsets.

Today’s world is increasingly characterized as VUCA-Volatile, Uncertain, Complex and Ambiguous. Few things are assured. However, the demand for cost effective, high quality products and services is on the rise while resources to produce these goods and services are getting limited by the day. Reconciling this apparent conflict is rapidly emerging as one of the biggest challenges of our age.

Doing more with less isn’t a short-term response to difficult economic conditions. It has become an essential long-term business strategy. Businesses that recognize this new reality stand to prosper. Those that continue to live in denial will surely perish. The increasing demand for value by consumers requires new ways of doing things which in effect means thinking differently and therefore the need for businesses, communities, nations, etc., to create and nurture environments appropriate for innovation.

I-Nnovation LOCALIZED
1. M-PESA
2. M-SHWARI
3. JIJI-SMART(HUB Karen)
4. USHAHIDI
5. E-IMAGINE(Rama Mwenesi’s enterprise has enabled communities in remote parts of Kenya, Zambia, Sierra Leone and Brazil to access internet services for free)

Innovation is a must...

6. KTDA’s GSM-based Electronic Weighing Solutions (EWS) enables tea farmers to get accurate weight measurements of tea leaves delivered. Innovations enable growers to boost productivity while keeping an eye on cost drivers to maximize returns.
7. Innovation hubs-1-HUB, I-Lab, 4D, Chandaria incubation Centre, and Industrial Technology Park at JIUAT for technology services.
8. “Mi-Life”, a micro insurance product introduced in 2011 has enabled many customers insure their businesses in many parts of Africa. Kilimo Salama, UAP’s product in partnership with Syngenta Foundation has insured Kenyan farmers against the risk of drought and excess rain.
9. Chakula254 restaurant located in Parklands is an innovative restaurant under one commercial kitchen with six different menus from startups. They learn how to cost, package, brand and distribute their food while also giving them an opportunity to test out their ideas and products without putting in all the capital or licenses required for a commercial kitchen.
10. Huduma Kenya Service Centers in Kenya has revolutionized public service in Kenya and recently won the global United Nations Public Service Award (UNPSA). The Huduma Program

Innovations In Financial Services: Reducing Costs And Enhancing Productivity

BY: PAUL WAMBUA
CHIEF EXECUTIVE OFFICER, STIMA SACCO

CT livers business loans to youths in SACCOs at affordable, friendly rates. This has assisted the youth get capital to start businesses.

In addition, the Union partnered with USAID and Winrock International in the establishment of a revolving fund which provides loans to SACCOs at affordable rates, to enable their members access clean energy. The loans are disbursed to members to purchase clean cookstoves which are environment friendly.

To foster greater growth of SACCOs at county level, the Union has partnered with various National Governments to tackle the challenges of legislation and capacity building. Collaboration with all stakeholders will make the SACCO sector grow exponentially. The Union publishes ‘The SACCO Star’ magazine on a quarterly basis as a medium for creating awareness and as an extension of its advocacy role.

In October 2015, the Union with ACCOSCA has organized the SACCA Congress which will bring together co-operators from all over the world to address key topical issues facing SACCOs, and explore strategic and innovative techniques of ensuring sustainable co-operative, financial institutions. We call upon SACCO leaders to attend this conference, as it is a great learning and networking opportunity.

The Union is also partnering with housing and investment co-operatives for agency services to purchase and sell large chunks of land.
Innovation is important for enterprises growth, development and sustainability because the business operating environment is ever changing. Customers’ preferences are unpredictable and the youth are becoming the biggest market in any business. The latter are innovative in nature and convenience is a key and therefore the need for financial services industry to leverage technology as a business simplifier to appeal to this market which is naturally impatient and restless.

We are all doing business in an information economy and big data is both an opportunity and a threat depending on what you do with it. Aligning customer demands with massive availability of information is therefore important and hence the need to be innovative through regular data analytic techniques driven by a culture that allows experimentation.

Innovation plays a large part in the strategies of organizations that want to move to a new, better position where they are more profitable and valuable. That innovation may be in terms of the products and services they sell or it may be in the way they are organized and the way they do things. For financial service organizations, product development and customer service are key innovation agendas.

For businesses and especially financial service providers, innovation is a competitive advantage to ensure growth, productivity, survival and success.

For businesses and especially financial service providers, innovation is a competitive advantage to ensure growth, productivity, survival and success.

The following guidelines can help senior managers promote innovation within their firms:

1. Build a culture of innovation-Ask why and what, Generate Hotspots (where people in an organization cooperate across business lines to improve operations, processes, etc.),
2. Build an organization mindset based on co-operation founded on explicit and tacit knowledge-sharing and management,
3. Boundary Spanning-the opposite of silo mentality, reduce bureaucracy,
4. Align R & D strategy with corporate strategy,
5. Change incentives systems to reward innovation,
6. Create new roles and titles for customer engagement, this will aid in changing entrenched behaviours and focus on customers who are key sources of innovative ideas, new products and services,
7. Create networks-for MFIs, co-creation, shared resources/services/data, are examples of areas of innovation,
8. Digitize processes and assets,
9. Recruit for a purpose, and,
10. Focus on the core.

The world of business is witnessing a frugal innovation revolution. In almost every industry, a few forward-thinking companies are championing the quest to do more, and better, with less. These frugal pioneers are re-writing the rules of the game; in some industries, they are changing the game entirely.

By being early movers, these innovators are consolidating their leadership and leaving their competitors behind.

As MFIs, we are operating in rapidly changing environments in our region and beyond. Change will not be easy. We must be ready and willing to overhaul every function of our business models from sales, marketing, customer service, product development, operations, distribution; reorganize the company structure, rethink human resource policies and incentives, and shift our business and mental model from doing more for more or less to doing more with less and even better with less.

This transition will be particularly painful for organizations that have yet to appreciate fully how dramatic shifts in consumer preferences, regulations, the competitive landscape and dwindling resources are swiftly and irrevocably propelling the world towards frugality and therefore the need for more innovations to survive and ultimately thrive in a globalized and customer-driven business environment.

What matters most in an innovation journey is not processes, strategy or structure but leadership. Innovation is ultimately about people; it is human ingenuity that drives innovation, not software code or robotics.

Corporate leaders must recognize that they cannot manage innovation in an organization as if it were a predictable and mechanistic system. Rather, they must think and act like gardeners, preparing and tending the soil in their organization, sowing the right seeds and then backing away to allow innovation to flourish, stepping in to tend to the plants only when needed. Innovative leadership is about unleashing value from employees with minimum effort. Allow creativity to evolve from the bottom up. Foster and manage change. Innovation is a must.

Thank you.

CONCLUSION
Co-operatives as a Path to Achieving the Sustainable Development Goals - Perspective from Kenya

Dr Esther Gicheru, Ph.D.

2015 represents an important opportunity to the Committee for the Promotion and Advancement of Co-operatives (COPAC) to focus on the need for equality, and the other sustainability goals. This year marks twenty years since the adoption of the Beijing Declaration and Platform for Action. Co-operatives have been a key player in promoting gender equality and women’s empowerment. This year will also see a renewed focus on education, health, and social protection.

Inequality slows GDP growth and excludes people from participating in building society, erodes the fairness of institutions and breeds unemployment, violence, crime, humiliation, and social exclusion.

Co-operatives are based on certain values, including quality matters because it influences others within a population. Inequality among groups or households relative to others within a population. Inequality may be a result of unequal opportunities or life chances and unequal conditions such as incomes, goods, services.

Inequality, usually structured and recurrent, results into an unfair gap between individuals, groups or households relative to others within a population. Inequality matters because it influences our perceptions of self-worth, self-esteem and justice. All human beings are entitled to the same respect and dignity.

Co-operatives focus on the needs of their members and the communities.

Co-operatives as a Path to Achieving the Sustainable Development Goals (SDGs) is an initiative that was launched by the Committee for the Promotion and Advancement of Co-operatives (COPAC) in 2015. The initiative seeks to mainstream co-operatives in the implementation of the Sustainable Development Goals (SDGs).

Kenya is the strongest in Africa with 16,969 registered co-operatives. It is here that the first co-operative (a dairy society) was registered in 1908. It was in 2013 ranked seventh globally. It controls 43 per cent of Kenya’s Gross Domestic Product (GDP). The Co-operative Societies in Kenya directly employ more than 500,000 people, besides providing opportunities for 68% of Kenya’s total population who derive their livelihood from co-operatives with many more engaged in small scale and informal enterprises funded by Co-operative loans. Kenyans living away from Kenya in other countries have registered Co-operatives to mobilize their savings for wealth creation through investments back home. Kenya Co-operatives positively influence many lives.

Equality and Kenya’s Vision 2030

Kenya’s own Vision 2030 has a Social Pillar, which aims to achieve a just and cohesive society enjoying equitable social development and identifies the Co-operative movement as the key to assisting the country achieve this goal.
Role of Kenya's Co-operatives in achieving equality

Co-operatives have in the last decade made a sustainable difference in assisting Kenya achieve the MDGs with concrete services for her members and communities at the local level. As to SDGs, Co-operatives in Kenya continue to indicate their priorities to include poverty reduction, decent work, access to markets, food security, gender equality, democratic structures among others.

1. Kenya Co-operatives contribution to poverty reduction and decent work.

Alleviation of poverty has become the largest challenge to the human society with almost half of the world’s six billion people living on less than two dollars a day. People who cannot access productive work are unable to generate an income sufficient to cover their basic needs or to accumulate savings. The unemployed are therefore, among the most vulnerable in society and delay the achievement of equality in any society.

The International Labour Organization estimates that 65% of Kenya’s population derives their livelihoods directly or indirectly from Co-operatives by generating an income for many vulnerable households and providing a social protective net through social funds and SACCO emergency loans.

Further, Co-operatives that have links with Fair Trade organizations, for example, Gikanda Farmers Co-operative Society in the Central Province of Kenya subscribes to Fair trade Practices and has over 3,200 members (53% of whom are women) who are coffee growers and receive Fair trade Premiums.

2. Kenya Co-operatives contribution to providing goods and services

Most marketing Co-operatives in Kenya are agricultural based, relying heavily on rain fed agricultural production. Over the past decade, changing rainfall patterns, and sometimes failure of rains has greatly affected production and often threatened food security. Co-operatives have promoted sustainable agriculture techniques, such as diversified production, agro forestry and water conservation to support members to adjust to environmental changes. Other agricultural based Co-operatives are involved in harvesting rainwater through building dams.

3. Kenya Co-operatives access to markets

Kenya’s Co-operatives have significantly enabled equality as the quality of good and services went up through coming together under a Co-operative which in turn led to faster and competitive access to markets countrywide and internationally.

Today, many farmer owned Co-operatives produce value addition products (like yoghurt) for the market rather than produce to the market meaning they lately consider what will sell well before deciding what to produce. Githunguri Dairy Farmers and Community Co-operatives in Kiambu County of Kenya is one such example.


Kenya’s Co-operative sector has played a significant role in deepening financial access to affordable financial service compared to commercial financial institutions.

The Savings and Credit Co-operative (SACCO) sub-sector has currently mobilized domestic savings. In 2008, the Kenyan government established the Sacco Societies Regulatory Authority as a goal under the country’s Vision 2030, to license, regulate, supervise and promote SACCOs countrywide.

4. Kenya Co-operatives contribution to participatory democracy as a culture throughout society

All Co-operative members in Kenya have the opportunity to have a say on how they do business. Members can vote in elections and on motions at General Meetings, which gives them a direct say in the future of their co-operatives. Women and men have equal voting rights and the typical flat hierarchy in Co-operatives encourages a culture of teamwork, where talent is rewarded rather than competitiveness.

5. Kenya Co-operatives contribution to deepening financial accessibility to Kenya’s general population

Further, Co-operatives that have links with Fair Trade Practices and SACCO emergency loans.

6. Kenya Co-operatives contribution to manpower training

Education is typically seen as a means of improving people’s welfare. Studies indicate that inequality declines as the average level of educational attainment increases, with secondary education producing the greatest pay-off, especially for women.

The importance of equal access to a well-functioning education system, particularly in relation to reducing inequalities, cannot be overemphasized.

In 1987, The Co-operative University College of Kenya (CUCK) was established to provide training from certificate to post graduate degree level, conducts research on Co-operatives, and offers consultancy services to the Co-operative sector of Kenya and beyond.

7. Kenya Co-operatives contribution to shelter for all and insufficient technology

There are over 600 demand; HIV/AIDS pandemic; and housing Co-operatives in Kenya ethics and integrity.

Today, Kenya’s National Co-operative External challenges are economy; Housing Union (NACHU) competition; political/government has become a leading organization ment; technological; in the provision of housing; Social; global; and “common bond” co-finance, capacity building and (for SACCOs).

In conclusion Research work demonstrates that unequal societies are not only unfair; they are also dysfunctional. The insecurity and anxiety produced by unequal societies promotes more isolation, social estrangement, and negative health outcomes than in societies with equality.

Choose Co-operatives, Choose Equality.

Co-operatives encourages a culture of teamwork, where talent is rewarded rather than competitiveness.

Co-operatives face in fighting inequality

Challenges Co-operatives in Kenya face in fighting inequality resources.

Co-operatives have been central in Kenyan Co-operatives like many realizing greater equality in Kenya.

Other business entities around the world are faced with challenges the voice of Co-operatives to rally in their quest towards achieving all UN Member States to remem-ber that the Co-operative move-ment is central to the SDG develop-ment agenda.

Co-operatives encourage a culture of teamwork, where talent is rewarded rather than competitiveness.

Co-operatives like many realizing greater equality in Kenya.

Choose Co-operatives, Choose Equality.
MUSCCO & AHL SACCO GIVING MANY A CHANCE TO OWN A HOUSE.

By Thandie Mipando Phulasa

While most people find it difficult saving money, let alone own a house in these hard financial times and high cost of living, it's easy to have an extra source of income with a flexible saving plan and invest in real estate.

In most cases, it's indeed difficult to accomplish this dream of owning a house considering how tough the global economy is turning out to be more especially on your own.

The late Nelson Mandela said, and I quote “Acting Alone You Can’t Achieve Success”. One may choose to disagree with this but come to think of it, how long does it take a person to achieve something on their own as compared to doing the very same thing in a group? This totally emphasizes the fact that there is power in unity. If resources, be it financial, human, physical etc, are pooled together they give you a larger base and make it possible for people to accomplish things which otherwise could have remained a wish or dream.

This is what Savings and Credit Cooperatives are all about; changing lives for the better and creating equal opportunities for its members.

When Isaac was joining AHL SACCO, his aim was just to have an extra source of income and thought this was to add to his pension money upon retirement. Little did he know that with the help of the SACCO it was possible to own a house.

The cost of living in the capital city was getting higher and renting was not an option for him. The hustle of accessing bank loans and high interest on bank mortgages has made it more and more difficult for low income earners to own a house. For many years the banking sector has focused more on providing mortgages to high income earners which otherwise cannot be affordable to middle and low income earners.

Most middle income earners live in houses meant for low income earners pushing the latter into slums.

Infrastructure development and construction of different amenities like sports complexes, schools, shopping malls etc has boosted the property business but at the same time pushed home prices through the roof.

For example, construction of the Gateway Shopping Mall, Bingu Stadium (which is still under construction) and bypass road along Kaunda Road has boosted house rentals in area 49 though it is a middle-density area.

In 2006, AHL Group approached the Lilongwe City Council to buy 50 plots for its employees. These plots were offered to AHL Group in 2010. AHL Group decided to let AHL SACCO manage and finance the project by offering the plots to its members who paid through SACCO loans.

AHL SACCO has managed to assist its members to secure plots from the City of Lilongwe for construction of dwelling houses and the SACCO was able to finance this through a loan from MUSCCO.

SACCOs are helping people feel a sense of control over life’s events; which makes them able to cope better and be more resilient in times of economical stress. Encouraging people to develop and implement a personal savings plan is the central focus of SACCOs.

Saving and investing typically go hand in hand and can improve people’s quality of life.

This is why SACCOs help people to take their financial destiny into their own hands by investing their money not only in shares and deposits but also in real estate.

Lack of financial stability reduces human security on a national scale and results in a less productive economy. SACCOs are committed to social and economic wellbeing of members and the community by providing affordable financial solutions.

SACCOs seek to get more people into the habit of saving in order to improve their future financial security; in doing so, they improve the prospects of the entire nation.
Improving financial access and savings mobilization in rural communities
The naccug innovative savings box

NATIONAL ASSOCIATION OF COOPERATIVE CREDIT UNIONS OF THE GAMBIA (NACCUG)

By: Baboucouar Jeng

Gambia is a small country located on the West Coast of Africa, with a total land area of about 11,000 sq. km and a population of about 1.9 million people. The Gambia is surrounded on all sides by Senegal except on the Atlantic Ocean Coast. Lack of access to secure and fair savings and credit facilities are an impediment to the development of all Gambians, in particular, those living in hard to reach areas.

Currently, there are 80 active Credit Unions with a total membership of over 65,000 and savings and loans outstanding of 14 million euros and 12 million euros respectively. To date, all the Credit Unions in The Gambia are affiliated to the apex body, NACCUG has also been in partnership with the Irish League of Credit Union Foundation (ILCUF), since the early 1990s and during this period, ILCUF continued to provide Technical and Financial support to NACCUG, particularly its efforts to build sustainable Credit Unions in rural communities.

In 2012, the ILCUF and NACCUG jointly developed and submitted a proposal to Irish Aid, Ireland’s official overseas development organization. One key deliverable of the proposal was to develop innovative ways to expand financial access to rural communities and also strengthen savings mobilization. To this end, NACCUG designed the innovative Savings Box and issued them to a number of community based Credit Unions.

A Credit Union that benefited from the savings boxes is Jambanjelly Cooperative Credit Union, located in Jambanjelly village in the West Coast Region. The main economic activities of this community are petty trading, small businesses and growing vegetables. As of June 30th, 2015, Jambanjelly Credit Union had a total membership of 1,380, consisting of 560 females, 664 males and 156 Groups. Total savings for the same period stood at GMD 3,754,455.

The loans outstanding increased from GMD 7,070 in 2001, when the Credit Union was established, to GMD 1,845,545 in June 2015. Jambanjelly Credit Union has a catchment area consisting of ten

Lack of access to secure and fair savings and credit facilities are an impediment to the development of all Gambians, in particular, those living in hard to reach areas.
Due to the high demand, we have from petty traders to business communities. It can be a very important tool for savings mobilization in rural communities. It has indeed fast-track the financial inclusion agenda while improving savings mobilization in rural communities. It can be a very important tool for savings mobilization in rural communities.

In November 2013, NACCUG provided the Credit Union with 10 Innovative Savings Boxes as part of the first consignment of boxes produced. These saving boxes were subsequently supplied to 10 members by the Board of the Credit Union. The Chart below shows the total savings of the 10 beneficiaries comparing two years before and after the boxes were supplied to them.

Mariama Drammeh joined Jambanjelly Credit Union on the 23rd May 2011 and she has benefitted from the savings box since becoming a member. “Before I joined my Credit Union I was a housewife depending on my husband for everything I needed. Today, I am a strong member of the Jambanjelly Credit Union and the loans I have taken from the Credit Union helped me to engage in vegetable production and I also have good savings now. With the box, I am able to save at any time without compromising my work in my vegetable garden said Mariama”.

To date, a total of 1312 innovative saving boxes have been distributed to 36 community based Credit Unions in five chapters.

LESSONS LEARNT

The innovative savings boxes can indeed be used more than one individual. It was indeed very interesting to learn the innovative ways they came up with to determine the amount each saved in the box. Similarly, The Teachers credit union which is the largest has adopted the boxes to create opportunities for their members in private schools which do not have a check-off system. Using Pre-printed envelopes, members leave their account details on an envelope and seal money for either savings or loan repayment. The accounts staff then visits those private schools and collects the money, issuing receipts to the members.

The savings boxes have enabled beneficiaries to save at their own convenience. The security of their monies is entirely in their hands; therefore this has helped to build a personal relationship between Credit Unions staff and Credit Union members. Trust and confidence is built around the Credit Union. The staff knows the type of members they are dealing with in the Credit Union. Some of the women indicated that the boxes have prevented their husbands from exploiting them by borrowing their little hard earned money because they can always save regardless of the amount they have.

Some of the women indicated that the boxes have prevented their husbands from exploiting them by borrowing their little hard earned money because they can always save regardless of the amount they have.

Finally, individuals with innovative saving boxes have proven to save more per month compared to those without the saving boxes. After the introduction of the saving boxes some members have doubled their savings, because the little they usually spend can now be used for future occasions. The savings boxes have also helped credit unions to reduce the rate of loan delinquency. Members with a box know that monthly the boxes will be opened; thus encouraging them to respect the terms and conditions of maintaining the saving boxes. This move has drastically reduced the rate of loan default and delinquency especially in the community based credit unions which usually record a high loan delinquency rate due to the fact that members voluntarily pay off loans over the counter within the Credit Union.

Growing revenue within Saccos is realized through the need of innovative use of technology, not just as a communication tool, but in the running of normal day to day activities and business processes within the organization.

With over 15 years’ experience, CoreTEC Systems and Solutions Ltd has been able to curve a position for itself as the market leader in the development, customization and implementation of holistic solutions. We have done this by being able to constantly recognize and adapt to the changing needs and growing demands of our clients by continually developing and introducing new technological innovations into the market.

We at CoreTEC Systems and Solutions Ltd provide our clients with pre-packaged, fully managed communication and relationship management systems.
Savings and Credit Cooperatives in Nigeria play a silent but effective and crucial role in providing the needed succour and financial support to many Nigerians and their families. For the average worker, the cooperative still remains the easiest means of obtaining a loan to meet the family’s financial needs: school fees, health, buying a house, a car, starting or up scaling a business; or paying for other domestic expenses of marriage, naming ceremony, burials and so on. The civil service and its various Ministries have cooperatives. Similarly, companies, schools, media houses, Banks and others in the private sector all have their SACCOs that are often not affiliated to any union; but they collaborate with their welfare department to meet the financial needs of their members.

The growth of cooperatives especially since the 1980s was conditioned by the difficulties workers and small scale businessmen and women face in obtaining bank loans. The interest rates of the commercial banks are prohibiting for many Nigerians. Some banks take as much as 30% interest rate. The formation of SACCOs came with limited knowledge of the structure and operations of the cooperative model. Some Savings and Credit Co-operative societies have, however, acquired co-operative knowledge and skills through training such as those organised by ACCOSCA and others and have impacted positively on their cooperatives.

A Brief Overview of Savings and Credit Cooperatives (SACCOs) in Nigeria

Nigeria is a large country with cooperatives in the 36 states and the Federal Capital Territory (FCT). Over 85% of Nigerian Cooperatives are SACCOs. Affiliation to the national Co-operative Financing Agency of Nigeria (CFAN) is based on states. However, Cooperatives can be grouped into the 6 Geo-political Zones of Nigeria. The Western zone has some of the oldest cooperatives in the country, dating back to pre-independence; with the cocoa based cooperatives of the 1930s. The Odua Wa apex body in the Western Zone is attempting to create a unified structure for this zone. The South-South States savings and credit cooperatives have also formed their own Zonal apex, the Association of South-South Co-operative Financing Agencies of Nigeria (ASCOFAN). This zonal apex body unifies all the South-South States savings and credit cooperatives.

In Northern States like Bauchi, Niger, Nassarawa, FCT and others there are fairly structured cooperatives and supported by their state Governments who have leveraged on the Co-operative model to empower the poor and marginalised. Co-operatives in the other zones are yet to develop strong unifying...
structures. However, there are several viable co-operatives in every zone.

Co-operatives in Nigeria solicit government support for an enabling environment and co-operative legislation, access to grants and financing. Some State governments, for example, Bayelsa, Bauchi, Cross Rivers, to develop their co-operatives, have established Bureaux for Co-operatives and have used the co-operative model to empower their citizens economically through housing, SME and other programmes. There is a strong lobbying by the Movement for Governments at the Federal and State levels to create Co-operative Bureaux that are removed from the ineffective bureaucracy of the government Ministries and to make co-operatives to be uniformly established throughout the country.

It is noteworthy that the three Co-operative Colleges in the West, East and North have had little impact on the Movement. This is because they are grossly under-funded and are not given autonomy.

Every state is presumed to have a State Co-operative Savings and Credit Apex body or State Co-operative Financing Agency which is affiliated to the National Savings and Credit Apex, CFAN formally called NACCUN.

At State level, Co-operative unions, leagues and primary societies are expected to be affiliated to the State Co-operative Apex. Similarly, all 36 states have Co-operative Federations, who are members of the Co-operative Federation of Nigeria (CFN). This National Apex is responsible for advocacy for the various types of co-operatives being responsible for advocacy for the various types of co-operatives.

Background

The Education Multi-Purpose Co-operative Society Limited, Delta State, Nigeria (EDMPCS) is one of the popular SACCOS in Nigeria. It was registered on 24/06/2002 to improve the educational system by providing a collective financial support for school owners who could not access bank loans. Its initial membership was 12. Today, the society has 1053 co-operators. The society has 1053 co-operators. The Board of directors is made up of 11 members who are elected during the annual AGM. They meet every month and provide the management guidelines for the CEO. Members’ inputs and approval are sought before major decisions are taken. This SACCOS has impacted on the infrastructure of many schools, families, businesses, the community and indeed the National Apex.

Case Study: Development Status of the Education Multi-Purpose Co-operative Society Limited, Delta State, Nigeria (EDMPCS).

It suffices to say, there is more awareness of the benefits of the co-operative model in Nigeria than ever before.

It suffices to say, there is more awareness of the benefits of the co-operative model in Nigeria than ever before.

Members meet monthly to make deposits and to share co-operative knowledge that can impart on them and on the society. The day to day management is handled by a CEO and the Co-operative staff of 8 management. The society runs as a corporate business with a standard office with computerised operations. Forms can be obtained online and the office can be accessed easily by members. Transactions can also be initiated from anywhere within Nigeria. All major decisions are discussed and approved at the Monthly General Meeting. Participatory democracy, transparency and accountability are key to the growth and popularity of the society. The leadership of the co-operative has the respect and discipleship of the members.

The 2014 AGM recorded an annual income of 242,145,734.52 Naira ($1,210,728.67)
Loan portfolio is 88,818, 66.70 Naira ($44,009.33)
Assets: 276,448,066 Naira ($1,382,240.35)
Assets include a 50 bed room suite,
University hostel, a Teachers’ Estate of 200 plots, and a permanent office property, Bank and Co-operative shares.

Development in the Management of the society came with discipline and training, necessitated by the increase in membership. Board members are encouraged to attend ACCOSCA workshops and other training programmes. The knowledge gained has imparted on the management of the society. The society is affiliated to the Delta State Co-operative Financing Agency which is an affiliate of the national apex, the Co-operative Financing Agency of Nigeria (CFAN).

Challenges

The major challenges include: the poor economy and improving the limited co-operative capital, tackling members’ unwillingness to share and extend co-operative knowledge that can impart on them and on the society. The day to day management is handled by a CEO and the Co-operative staff of 8 management. The society runs as a corporate business with a standard office with computerised operations. Forms can be obtained online and the office can be accessed easily by members. Transactions can also be initiated from anywhere within Nigeria. All major decisions are discussed and approved at the Monthly General Meeting. Participatory democracy, transparency and accountability are key to the growth and popularity of the society. The leadership of the co-operative has the respect and discipleship of the members.

Conclusion

In spite of these limitations, the Education MPCS continues to find solutions: Members are encouraged to be part of the solution and are rewarded for bringing in members; or providing the needed financing for co-operative investment or a project. The co-operative housing slots are accepted as guarantee for loans and the risk of defaults is spread over as many as six guarantors.

This SACCOS has impacted on the infrastructure of many schools, families, businesses, the community and indeed the National Apex.
THE SWAZILAND SACCO MOVEMENT
MOVING TOWARDS FIRST WORLD STATUS

VISION 2022

The cooperative movement in Swaziland was established way back in 1963 and in the mid-70's. There were only 14 registered Savings and Credit Cooperatives Societies. These cooperatives were registered under the Cooperative Societies Act of 1964.

Most of the SACCOs that were registered were rural based and since the members did not have regular income they became dormant. It was in 1986 when there was a strong move to re-establish SACCOs through donor funding from Germany (Konrad Adenuer Foundation). The project of reviving the SACCOs was focused on employer-based SACCOs thus targeting the working class.

As of December 2014, Swaziland has 76 registered SACCOs under the Cooperative Societies Act of 2003 and Regulations of 2005. These SACCOs command total assets of E1.1B, total savings of E990M and total loans issued of E800M.

The project of reviving the SACCOs was focused on employer-based SACCOs thus targeting the working class.

ASIHLMISANE SAVINGS AND CREDIT COOPERATIVE SOCIETY LTD

ASIHLUMISANE SACCO was formed in 1987 by the Correctional Services staff through the initiative of the former Commissioner of His Majesty Correctional Services, Mr Edgar Hillary, who donated E10, 000 to help start the savings pool. This SACCO has grown from strength to strength.

Embracing the 2022 vision – Asihlumisane SACCO has operated from a one-room office offered by His Majesty Correctional Services in 1987 to a full banking hall with offices also under the assistance of the Commissioner. To date, the SACCO is operating from its own premises whereby each member contributed towards the construction of the offices shown above. The SACCO moved into these new premises on 6th June 2014. The strategy is that the contribution by members towards the building of the new banking hall and offices will be converted to individual shares thus increasing member’s shares. In that way, members will earn dividends on their increased shares as per the Cooperative Society’s Act of 2003. Dividends on shares stands at 5%. What an innovative way of raising funds for Asihlumisane offices.

SIBONELO SAVINGS AND CREDIT COOPERATIVE SOCIETY LTD.

SIBONELO SACCO is a member owned SACCO for people employed in any Swaziland Government Ministry, agricultural parastatals, cooperative movement employees and their spouses. This SACCO was established to enable members to save and borrow money at competitive interest rates for provident and productive purposes.

Sibonelo SACCO was established in 1984 with an initial membership of 20 employees of the former Central Cooperative union which was a mother body of multipurpose and farmers cooperatives, together with employees from the department of cooperatives from the Ministry of Agriculture and cooperatives then.

Sibonelo SACCO is fully computerized through Mtatane Management Consultancy which offers a tailor made computer accounting software for SACCOs. The SACCO has a functional website www.sibonelo.org.sz. They can also be followed on Twitter and Facebook. Members can have access to their statements via the website and at the counter.

The SACCO also uses mobile money through MTN Swaziland for issuing loans of up to E4, 000. Midterm and long term loans are revolving and the SACCO offers Financial Management education for members. Long term loans are also based on the capacity of

<table>
<thead>
<tr>
<th>YEAR</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAVINGS</td>
<td>44 811 198</td>
<td>38 811 960</td>
</tr>
<tr>
<td>LOANS</td>
<td>40 092 572</td>
<td>35 299 225</td>
</tr>
<tr>
<td>ASSETS</td>
<td>71 771 672</td>
<td>59 975 654</td>
</tr>
</tbody>
</table>

Asihlumisane SACCO members receiving service in the SACCOs banking hall

CREDIT COOPERATIVE SOCIETY LTD.

SIBONELO SACCO is a member owned SACCO for people employed in any Swaziland Government Ministry, agricultural parastatals, cooperative movement employees and their spouses. This SACCO was established to enable members to save and borrow money at competitive interest rates for provident and productive purposes. Sibonelo SACCO was established in 1984 with an initial membership of 20 employees of the former Central Cooperative union which was a mother body of multipurpose and farmers cooperatives, together with employees from the department of cooperatives from the Ministry of Agriculture and cooperatives then.

Sibonelo SACCO is fully computerized through Mtatane Management Consultancy which offers a tailor made computer accounting software for SACCOs. The SACCO has a functional website www.sibonelo.org.sz. They can also be followed on Twitter and Facebook. Members can have access to their statements via the website and at the counter.

The SACCO also uses mobile money through MTN Swaziland for issuing loans of up to E4, 000. Midterm and long term loans are revolving and the SACCO offers Financial Management education for members. Long term loans are also based on the capacity of
The SACCO movement in the Kingdom of Swaziland has a great potential, besides the challenges faced by the apex body, although it is also showing signs of recovery from the challenges faced through the divergence of funds to the SACCO Centre Building which has stalled for 10 years. Activities of the apex body are also improving as SASCCO in 2010 registered a SASCCO cooperative Agency and in 2012 up scaled to an Insurance brokerage firm. SASCCO is hoping to register as a SASCCO Cooperative Insurance Company by 2016.

The SACCO has recently, in 2014, introduced savings sub accounts for members’ children and the youth. Brokerage firm. The SACCO has recently, in 2014, introduced savings sub accounts for members’ children and the youth. The SACCO has recently, in 2014, introduced savings sub accounts for members’ children and the youth.

Hlalawati SACCO Ltd

<table>
<thead>
<tr>
<th>YEAR</th>
<th>Membership</th>
<th>Savings</th>
<th>Loans</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>2556</td>
<td>45 500 000</td>
<td>38 600 000</td>
</tr>
<tr>
<td>2014</td>
<td>1881</td>
<td>37 561 224</td>
<td>31 950 501</td>
</tr>
<tr>
<td>2013</td>
<td>1718</td>
<td>32 740 742</td>
<td>28 444 980</td>
</tr>
<tr>
<td>2012</td>
<td>1616</td>
<td>28 581 698</td>
<td>27 172 658</td>
</tr>
</tbody>
</table>

The currency that has been used in this article is Emalangeni which is 12.4 to the US$.

Mr Elphas Mdluli – General Manager of Sibonelo SACCO and 2014 Africa DE graduate at work.

Hlalawati SACCO was formed in 1992 and its members are the Umbutfo Defence Force of Swaziland. Currently the SACCO has 1996 members. Before the SACCO moved to its own premises as shown above, it operated in offices that were provided by the Umbutfo Defence Force Commissioner. They moved into their own premises in 2011.

Hlalawati SACCO offices front view

HLALAWATI SACCO LTD

Mr Elphas Mdluli – General Manager of Sibonelo SACCO and 2014 Africa DE graduate at work.

Hlalawati SACCO was formed in 1992 and its members are the Umbutfo Defence Force of Swaziland. Currently the SACCO has 1996 members. Before the SACCO moved to its own premises as shown above, it operated in offices that were provided by the Umbutfo Defence Force Commissioner. They moved into their own premises in 2011.

The currency that has been used in this article is Emalangeni which is 12.4 to the US$.
REALIZING “WORLDCLASSNESS” IN THE CO-OPERATIVE SECTOR THROUGH VALUE CHAIN MANAGEMENT APPROACH.

PRESENTED BY: SOLOMON ANGUTSA ATIAYA (CEO KENYA POLICE SACCO LIMITED), DIP CO-OP MANAGEMENT, BCOM (MANAGEMENT SCIENCE), MBA (OPERATIONS MANAGEMENT), CPA (K), ADE, CARIB DE, 1 CUDE. OCTOBER 2015

By: Solomon Atsiaya

INTRODUCTION.
When people think of “world-class” organizations, chances are that these are widely admired companies such as General Electric, Microsoft, British Airways, Hewlett-Packard, Coca-Cola and Safaricom spring to mind. Yet what elevates these and other companies from merely “successful” to the more desired status of “world-class?” A closer look at the “best” reveals several shared characteristics. Besides being the premier organization in their industries, world-class companies have talented people, products and services, consistent high-quality, a high stock price, and a truckload of awards and accolades acknowledging their greatness. Dig deeper and you’ll also find that value chain management is practiced as a strategic process within these companies that’s woven into their business planning, decision-making and organization-wide priorities. It defines their cultures by encouraging dialogue, feedback, interpretation and understanding. The most recognizable characteristic of world-class organizations is their ability to adapt quickly to changing customer and market requirements and to get their new products designed, produced, and delivered to the customers better and faster than their competitors. The company that has this ability tends to grow faster and be more profitable than its competitors. In the today business world, firms are convinced that operational excellence is crucial to survival, hence have invested attention and resources to improve their internal operational capabilities, Hayes et al (1998) and Schenberg (1986). These firms, under increasing pressure to demonstrate operational excellence, have embraced the many practitioner-driven management prescriptions (e.g. Total Quality Management, Just-in-time, World-class manufacturing, Business process reengineering, Supply Management, Value Chain Management among others) that focuses on improving operational performance. Value Chain Management is defined as the systemic, strategic coordination of the traditional business functions within a particular company and across businesses within the supply chain, for the purposes of improving the long-term performance of the individual companies and the supply chain as a whole (Mentzer et al, 2001).

In Porters Value Chain Model, he linked up the Value Chain between firms to form what he called a value system (Feller, Shunk and Callarman, 2006). A firm would gain competitive advantage by performing these activities, the key internal factors, better than its competitors (Porter, 1985).

Value Chain Management Concept
The VCM concept was developed and popularized by Michael Porter in 1985. He defines value as the amount buyers are willing to pay for what a firm provides, and he conceived the value chain as the combination of nine generic value added activities operating within a firm activities that work together to provide value to customers. Diagnosing an organization’s performance requires the adoption of a disaggregate view of the firm or use of a framework called “value chain” (Pearce and Robinson, 2004). A firm would gain competitive advantage by performing these activities, the key internal factors, better than its competitors (Porter, 1985).

Figure 1: Porter's Original Value Chain.

In Porters Value Chain Model, he linked up the Value Chain between firms to form what he called a value system (Feller, Shunk and Callarman, 2006). A move up the value chain through innovations is now viewed as a critical strategy to firm’s competitiveness through better coordination of value added activities (Fawcett and Magnan, 2002). By managing resources of the entire chain, overall costs can be reduced and customer service levels increased (Hardley, 2004). Better planning may result in lower inventory levels, reduced time to market, improved product availability, and customer satisfaction (Hardley, 2005). Co-operative Societies are not an exception to organizations that have a value chain.

Value Chain Management
"People with meager resources come together to form co-operative societies to achieve economic empowerment.”
comprehensiveness (Xinhua, n.d., 2011). Encouraging higher Value added activities and innovations have become central strategies for various firms (Sleigh and Von Lewinski).

WHY VALUE CHAIN MANAGEMENT APPROACH?
An organization typically performs a number of discrete activities that may represent key strengths and weaknesses for the firm of which managers can further evaluate using value chain approach (Pearce and Robinson, 2004). Hess and Pickens (1993) proclaim that successful firms with enduring sources of competitive advantage not only identify activities that add value, but also recognize the important interdependencies among value activities. It is therefore clear that firms should identify their value-chain activities and focus on these activities in order to attain greater performance.

VCM is well exemplified by Dell Computers. Started in 1984 in Austin, Dell Computers was ranked the No. 1 PC maker in the US market in 1999 (Shah, 2001). Dell’s direct-sales model is well known to the business community. Dell’s PCs are made by electronic order and are delivered directly to its customers. They have eliminated the middleman within their supply chain and have also exemplified an innovative business model through their effective SCM.

Value Chain Management seeks to help firms to achieve excellence in the things that really matter and is a useful tool for working out how to create the greatest possible value for your customers. Monzka and Morgan (1997) believe that Value chains and not firms compete, and that those who will be the strongest competitors are those that “can provide management and leadership to the fully integrated value chain. Therefore the role of Value Chain Management in creating “world-class”

organization as a primary focus cannot be over emphasized.

Organizations are becoming increasingly cognizant of the interdependencies that naturally exist between a firm and customers (Watts and Hahn, 1995). Armstead and Mapes (1993) found that information exchanges among supply chain entities lead to improved quality consistency, delivery lead time, flexibility and price. Berry et al (1994) showed that practices underlying value chain integration dampens demand amplification effects along the supply chain, consequently reducing inventory carrying costs and improving delivery performances. Narasimhan and Jaragav (1998) similarly demonstrated that by managing suppliers strategically, a firm could improve its operational performance, in terms of dependability, flexibility, cost, and quality. It follows that the objectives of VCM being to reduce or minimize total cost, improve total quality, maximize customer service, and increase profit for the organization.

The Co-operative Movement in Kenya
People with meager resources come together to form co-operative societies to achieve economic empowerment. They are democratically controlled and membership is voluntary. In addition to making equitable contributions to share capital, monthly deposits, they undertake to accept a fair share of the risks and benefits of the undertaking (International Labour Organization, 1978).

Exploration Of The South African Financial Co-Operative Sector
Credit Union Concept – The South African Context

By: Ernest Biyela

Credit Unions or Financial Co-operatives emanated from the concept of a Self-help Co-operative Society which was started in Germany around 1844 by Friedrich Wilhelm Raiffeisen and Hermann Schulze-Delitzsch after the socio-economic difficulties experienced by farmers and general population in most parts of Germany. The concept has grown to almost all parts of the world with generally the same idea of promoting self-help for the people and by people sharing the same common bond. In South Africa, Financial Services Co-operatives started in the mid-19th century, though it is not yet economically rooted, as in other African countries like Kenya, Malawi and Ghana.

In South Africa, Co-operative Financial Institutions are mostly owned by previously disadvantaged people and are mostly located in previously disadvantaged areas of the country. Since the political change in 1994, the South African government has been strongly committed to developing and promoting the South African co-operative sector which also embraces the CFI sector. This started with the introduction of RDP’s after 1994 in promotion and development of co-operatives, followed by a number of policy amendments in favour of financial service co-operatives. Support for co-operatives also continued in 2004 for Co-operative Development.

The South African co-operative history and experience with regard to development of the Co-operative Financial Institutions (CFI) was very much directly affected by apartheid and politics, hence the marketing act of 1987 before the co-operative society act of 1939 passed as law in 1981. Financial Service Co-operatives were highly regulated, specifically Blacks and coloureds were denied access to Government support with the use of regulations during ‘apartheid seasons’ as it is known. There are a number of Regulators who made a difference in the Co-operative Financial Institution sector, namely SACCOL, FSA, FINASOL, and SAMAF). Currently, CFIs in South Africa are being regulated by CBDA and SARB for Co-operative Banks. Regulatory top down approach and insufficient capacity of CFI Management affected the sector negatively, hence numbers of operating CFIs dramatically declined since the introduction of new regulations in 2013.

Current Perspective
Before the introduction of the current Regulatory Framework, there were 100 Co-operative Financial Institutions operating in South Africa. There were Savings & Credit Co-operatives, Financial Services Co-operatives and Store Co-operatives which had to adopt the name “CFI” as a general name to be used for the sector, the number has dropped since then to 56 operating CFIs. This number is built up of 09 non-NACFISA members and 45 CFIs affiliated to NACFISA as their support and representative organisation. Out of 45 CFIs affiliated to NACFISA, 16 CFIs are registered with...
CBDA and 29 are still pursuing registration while one CFI is a Co-op Bank registered with the South African Reserve Bank. The effect of regulations introduced since the beginning of 2013 seems to be in support of the notion that having few but Strong CFIs in South Africa is better than having a large number of weak CFIs. This is believed to have resulted in other CFIs left destitute due to the reason of non-compliance to new regulations, as a result some CFIs decided to operate as Stokvels, burial societies and others decided to wind up. It is of paramount importance to establish whether the current regulations complement what the Co-operative Concept stands for especially the approach applied in introduction of these regulations. A typical example that could be used to interrogate the relevancy of the regulations is of the number of households in a specific location that may not be complemented by the minimum number of members expected to register the CFI as per the current minimum registration requirements. The regulations may then deprive such small villages and townships the advantage of benefiting from the concept. The setting of minimum regulatory standards and implementation approach may need to be redirected to suit the demographics of the South African context in order to embrace the Co-operative Concept and its principles. Joint Promotion of the SA CFI Sector NACFISA has a partnership agreement with the German Co-operative and Raiffeisen Confederation (DGRV) with the purpose of getting the international expertise and befitting up the fiscal and human capacity of NACFISA which is necessary for carrying out the mandate of promoting the South African Financial Co-operative sector. DGRV has also offered infrastructural support to the movement in South Africa through provision of offices to NACFISA. NACFISA is also in partnership with the following semi-governmental institutions which are offering training, marketing and infrastructural support to CFIs;

BANKSETA
(Banking Sector Education & Training Authority)
SEDA
《Small Enterprise Development Agency》
DEDs
(Development of Economic Development)

Past Experience and Lessons Learned

The experience of our Financial Co-operative movement in South Africa after the fall of two regulatory institutions (FSA and FINASOL) in 2003 may be used as an example of the negative impact of reliance on donor funding since these regulators suffered after the withdrawal of donors leading to deterioration of growth among CFIs who were regulated by them. As South African Financial Co-operative movement, we have learned good Self-help lessons from our fellow African Co-operators in countries like Kenya, Malawi & Ghana where people have been motivated to take responsibility of their own development and thus ensuring long term sustainability and making a very huge impact in the GDP of their countries.

The talk about affirmative action has gone on for years on end. The question we should ask ourselves however, is if we need it and why. It is important that we understand what issues we are addressing, what causes these issues and then move to the how. Looking at the trends in our societies, we must first accept that there is a huge gap, we must begin to see the rift that exists, we must appreciate that these rifts are costing us; it is until such a time that we accept the extent of the problem that we can attempt to find solutions. Unless we are ready to face our issues head on then we can be sure we will be having the same conversation for a very long time. So do we have challenges? My two sense on this issue are as follows; I must first put it that I’m a feminist and in my understanding, a feminist is that person who is not scared of speaking out for women and who does not equate speaking for women rights with man hating. Having said that I must add that I’m a believer in justice and equity; I strongly believe that everyone has a role and place in society and that if everyone is allowed to play their part in accordance to their capabilities without prejudice then we can have a society that is just and is productive. Bringing it closer home, let us talk about the cooperative sector; statistics has it that, the sector has more women in terms of membership; this could be explained by the fact that there are more women in the continent. Further, according to the numbers, women are better savers compared to men. Why then is it that there are limited or no women in leadership positions in the sector? For this question to be answered appropriately we must be ready to tell each other the truth. We live in a society where we are brought up believing that there is a superior gender. That there is a gender that is meant to make decisions and another that is meant to submit and do as told without question. We come from backgrounds and cultures that teach us that people from a certain gender are just to be seen but not to be heard, to the extent that they are compared to children. Why then do we hope that on growing up these positions will change? As a sector therefore, we must understand that this is not a problem unique to us, it is a societal issue and if we hope to have a solution then we have to begin talking about the root of our issues.

Co-operatives are for the people and these people make up the said society we thus have a starting point, let us start having conversations with each other about these stereotypes, we have to change our mind sets, things we believe in that have made our societies stagnant. Cultures are our creation and as such are meant to help grow us not enslave us. My opinion, therefore, as someone who hopes to see a progressive society where people’s opinions, contributions and rights are respected regardless of their differences is as follows. We must accept that;

We have a challenge
The challenge is our own creation
The solution is within our reach
Women are not looking for handouts; they have a lot to offer. The solution to gender disparity is not in a board room. There is no superior gender. Men shouldn’t be insecure about women’s leadership. At that time when we choose to accept the above facts, we can then move a step further and talk about how to amend our current status, talk about issues to do with affirmative action and figure out how then we can bridge the gap that exists currently. The rallying call for cooperatives in Africa this year is “unification of African cooperatives” may we find in us the urge of truly unifying this sector that we can have equity and respect for every member’s contribution that we can begin to have conversations about growing the sector together. It is my hope that in the coming year we will have a different story: That we will actually bridge that gap and that our men can beat the phobia of being led by women. I look forward to seeing better representation of women in our boards; I am yearning to be introduced to more lady CEOs. I feel proud to be part of ACCOSCA, let us embrace the example of our chairlady and the vibrant team she leads. Lastly, a challenge to all ladies, if you are to be listened to, then you have to say something! I nominate Farai Mawu of Zimbabwe, to talk to us about her experiences in our next issue. Bettyrose Okiri
ACCOSCA
I trust by now you have heard about the Development Educators Program, perhaps you are still asking yourself what it is all about and maybe you have seen all that ADE, ICUDE titles next to one or two names and you are asking how you can get that.

Well, we at ACCOSCA have the answer to one or two names and you are asking how you can get that. We are not sure what you are looking for exactly, but at ADE, we guarantee giving you a chance. We will be having the third ADE class in Kenya; June 2015 class I’m sure class of 2016 will be the best class ever and the very best to one or two names and you are asking how you can get that.

Lifelong friendships

We are not sure what you are looking for exactly, but at ADE, we guarantee giving you a chance. We will be having the third ADE class in Kenya; June 2015 class I’m sure class of 2016 will be the best class ever and the very best.

The ADE program has two classes so far! Yes, our inaugural class of 2014, the best class ever and the very best 2015 class I’m sure class of 2016 will add a twist to this, let’s just say every ADE class is a great class.

If you want to be part of all these greatness, the African Confederation of Cooperatives Credit and Savings Association (ACCOSCA) working in collaboration with the National Credit Union Foundation (NCUF) – USA is giving you a chance. We will be having the third ADE class in Kenya, June 2016.

For more information on this program, please contact: Bettyrose Okiri on bettyrose.akindi@accosca.org or call +254 (0)202714649

FROM THE ADE DESK

ACCOSCA

Congratulations to the Second African Development Educators Class ADE 2015

<table>
<thead>
<tr>
<th>Surname</th>
<th>First Name</th>
<th>Organization</th>
<th>Country</th>
</tr>
</thead>
<tbody>
<tr>
<td>Klesch</td>
<td>Tracey</td>
<td>VANCTITY CREDIT UNION</td>
<td>CANADA</td>
</tr>
<tr>
<td>Ado</td>
<td>Samuel</td>
<td>CU A</td>
<td>GHANA</td>
</tr>
<tr>
<td>Afrin</td>
<td>Prosper</td>
<td>ABOBOMANKOTERE</td>
<td>GHANA</td>
</tr>
<tr>
<td>Ivarri</td>
<td>Avisha</td>
<td>TUMU COMMUNITY</td>
<td>GHANA</td>
</tr>
<tr>
<td>Faur</td>
<td>Jacob Lamboni</td>
<td>GHANA PHARMACISTS C U</td>
<td>GHANA</td>
</tr>
<tr>
<td>Dede</td>
<td>Ejila Obiny</td>
<td>KENYA BANKERS SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Wathaka</td>
<td>Lompe Gathoni</td>
<td>STIMA SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Osotro</td>
<td>Joseph Gogo</td>
<td>SASRA</td>
<td>KENYA</td>
</tr>
<tr>
<td>Gizan</td>
<td>Robert Mwaura</td>
<td>STIMA SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Mbiu</td>
<td>James Kamani</td>
<td>MURATA SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Omanga</td>
<td>Peter Owira</td>
<td>SASRA</td>
<td>KENYA</td>
</tr>
<tr>
<td>Rono</td>
<td>Edina</td>
<td>NDEGE CHAI SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Maegwa</td>
<td>David</td>
<td>KENYA POLICE SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Tingos</td>
<td>Kipchumba Amon</td>
<td>KENYA POLICE SACCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Ositoo</td>
<td>George</td>
<td>KUSCOCO</td>
<td>KENYA</td>
</tr>
<tr>
<td>Mununga</td>
<td>Michael Andalo</td>
<td>NCBA CLUSA</td>
<td>KENYA</td>
</tr>
<tr>
<td>Omamo</td>
<td>Kavazi Lydia</td>
<td>NCBA CLUSA</td>
<td>KENYA</td>
</tr>
<tr>
<td>Ezedha</td>
<td>Josiah Okwanyi</td>
<td>NCBA CLUSA</td>
<td>KENYA</td>
</tr>
<tr>
<td>Khojato</td>
<td>Mabile</td>
<td>CBIDA</td>
<td>SOUTH AFRICA</td>
</tr>
<tr>
<td>Ganele</td>
<td>Lucky</td>
<td>CBIDA</td>
<td>SOUTH AFRICA</td>
</tr>
<tr>
<td>Bvela</td>
<td>Ernest Vezzi</td>
<td>NACFISA</td>
<td>SOUTH AFRICA</td>
</tr>
<tr>
<td>Khasmado</td>
<td>Elizabeth</td>
<td>KZM</td>
<td>SOUTH AFRICA</td>
</tr>
<tr>
<td>Mammare</td>
<td>Cornelius</td>
<td>NACFISA</td>
<td>SOUTH AFRICA</td>
</tr>
<tr>
<td>Mahiba</td>
<td>Bougani</td>
<td>SASCCO</td>
<td>SWAZILAND</td>
</tr>
<tr>
<td>Dlimini</td>
<td>David Sahelo</td>
<td>SASCCO</td>
<td>SWAZILAND</td>
</tr>
<tr>
<td>Dlimini</td>
<td>Stanford Bouginkosi</td>
<td>GREEN PASTURES SAVINGS &amp;CU</td>
<td>SWAZILAND</td>
</tr>
<tr>
<td>Jung</td>
<td>Baboncarr</td>
<td>NACCUC</td>
<td>THE GAMBIA</td>
</tr>
<tr>
<td>Gomez</td>
<td>Agness Njce</td>
<td>MEDICAL &amp;HEALTH C U</td>
<td>THE GAMBIA</td>
</tr>
<tr>
<td>Singhatch</td>
<td>Pa</td>
<td>GPFCCU</td>
<td>THE GAMBIA</td>
</tr>
<tr>
<td>Seenuula</td>
<td>Patrick</td>
<td>UCA</td>
<td>UGANDA</td>
</tr>
<tr>
<td>Seronogo</td>
<td>Moses D</td>
<td>WAZALENDO SACCO</td>
<td>UGANDA</td>
</tr>
<tr>
<td>Mekandia</td>
<td>George</td>
<td>WAZALENDO SACCO</td>
<td>UGANDA</td>
</tr>
<tr>
<td>Ngalula</td>
<td>Malcolm</td>
<td>HOOT CREDIT UNION</td>
<td>UNITED KINGDOM</td>
</tr>
<tr>
<td>Hadi</td>
<td>Bert</td>
<td>CREDIT UNION OF ATLANTA</td>
<td>USA</td>
</tr>
<tr>
<td>Montgomery</td>
<td>Sheila</td>
<td>PEOPLE'S TRUST</td>
<td>USA</td>
</tr>
<tr>
<td>McNamara</td>
<td>Angela</td>
<td>ZAMBEZI ABORITOSACO</td>
<td>ZAMBIA</td>
</tr>
<tr>
<td>Malimbai</td>
<td>Titus</td>
<td>ZAMBEZI ABORITOSACO</td>
<td>ZAMBIA</td>
</tr>
<tr>
<td>Marine</td>
<td>Walter</td>
<td>HU RUNGWE SACCO</td>
<td>ZIMBABWE</td>
</tr>
<tr>
<td>Mativenga</td>
<td>Tendai</td>
<td>MHSACCO</td>
<td>ZIMBABWE</td>
</tr>
</tbody>
</table>
ACCOSCA Pictorial
ROUND UP OF EVENTS:


PERFORMANCE MANAGEMENT 2015 PARTICIPANTS

Mr. Sylvester Ndiroramukama, CEO, UCUSCU, receives his certificate after completion of the Performance Management seminar.

Some of the participants of Performance Management 2015, pose for a photo with the CEO Kenya Police SACCO, Mr. Solomon Atsiaya, Solomon was among the facilitators during this seminar.

“Intense discussions on that table; this is how solutions to topical issues are reached.”

“Bert Hash (USA) and Marlene Shiels (Scotland) have a tête-à-tête during group discussions at ADE 2015.

ADE 2015

Within the borders of Kenya, you will find savannahs rich with game, timeless cultures unchanged by the modern world, pristine beaches, snow-capped mountain and world-class resorts. A country unlike any other where endless opportunities for adventure, discovery and luxury are more than you would ever expect.

Welcome to magical Kenya
I was privileged to be among the eleven ladies from the different African Countries namely Uganda, South Africa, Ghana, Malawi and Kenya, who took part in the women mentorship program 2015 organized by The Canadian Cooperative Association (CCA) and supported by The Canadian Development Foundation of Canada (CDF). This program aims at equipping female managers working in cooperative financial institutions with the knowledge and professional skills required to excel in their careers. The program, which is a mixture of classroom and placements at a credit union, is a unique opportunity that should be sought after.

Upon arrival in Canada, I was excited about the journey undertaken and the days yet to come. But even so, I was anxious about the new culture I was to be immersed into, worried about the family I left back home, the pending projects that needed to be completed while I was away from my team members, and what I know to do best; following through my daily routine.

The first few days in Ottawa were pretty amazing, predominantly on the journey of getting to know our environment. The tour to the Parliament Buildings was outstanding; it was ironic that I got to enter parliament in Canada with ease. The Parliament Building was built in the 19th century and the architecture is very astonishing. Incredibly, the public had a section reserved for them to listen in on the ongoing parliamentary sessions.

The first one-and-a-half weeks in Ottawa saw us engaged in classroom discussions in operational areas of financial co-operative institutions on leadership, loan processing, delinquency, governance, strategic planning, risk management, liquidity and capital management among others. Thereafter we all headed off to our placements in the different credit unions all over Canada.

I went to the Conexus Credit union at Regina in Saskatchewan. On arrival, I was warmly received by my host Ken Shaw along with a team of committee members in charge of my visit. It was exciting to see the sixth principle of cooperatives being put to play; cooperation among cooperators.

Interestingly, on my way to my host’s home, I noticed quite a number of publicity done by Conexus credit union about their service charge free account, dubbed as freestyle account. I could not miss but see the advert at the bus stop placards branded Conexus.

My weekend was fun packed; I was able to watch Canadian football in full support of the Saskatchewan Roughriders’ team. Conexus Credit Union had a tent at the game for children to enjoy fun games, as well as an information desk for account opening.

While at Conexus, I attended the executive leaders meeting but observed a shortfall in female representation. I visited the enterprise risk management department and was amazed at the tools applied to assess risk in whole. In addressing risk, more emphasis should be put on occurrences that are more likely to happen and are of high impact to the institution. The board governance department was tasked to ensure coherency and transparency in selecting its members. It also generated application forms, guidelines and any other general information for the board members. The department ensures that board members are armed with the necessary information or skills to perform their role effectively.

The next day kicked off with a visit to the SaskCentral, which could be the equivalent of the National Associations in the African context. The Central is relevant to its members as it plays a key role in ensuring liquidity of the credit unions, shared publicity, carries out audits to ensure compliance, has a dedicated website that gives newsfeeds to members, and is rather interactive.
to fit their own scenario. Mergers are a good way of growing small credit unions into bigger and stronger ones. Sharing human resources and service platforms is another way of managing cost to the credit union.

- A credit referencing bureau is an important aspect in lending, and therefore I see the need to have a framework that integrates this information to include all players in the financial system.

- Currently, women hold fewer senior leadership positions in our SACCO sector, thus the need to have a mentoring program for women leaders in Africa to address this concern.

- Credit unions should not shy away from advertising. After all it is a business growth strategy.

The next couple of days will also be exciting. I will be visiting the credit union’s branch offices to indulge more in the SACCO operations. Look out for more insights regarding my trip to Canada in the next issue in March 2016.

Special thanks go to the Canadian Co-operative Association for granting me the opportunity to have a broader perspective on cooperative financial institutions, Conexus Credit Union for their willingness to share information, and to my host family. Now if you have heard about Canadians being very kind and hospitable, that is an understatement. They go overboard in extending courtesy.

The CPF Group is a group of companies and retirement benefits schemes with presence in all counties in Kenya, and a regional office in South Sudan.

The CPF Group entities include:-
- Local Authorities Pension Trust (DB Scheme), County Pension Fund (Lap trust Umbrella Retirement Fund (DC Scheme), CPF Individual Pension Scheme, CPF Financial Services Ltd (DC Scheme Administrator), Laser Infrastructure and Technology Solutions Ltd (LITES), Laser Property Services Ltd (LASER), Laser Insurance Brokers Ltd (LIB)

Set up in 2011, CPF Financial Services Ltd is keen on growing its market share by diversifying its products and service offering. As a result, the company is continuously introducing new products and services towards meeting the different needs in the markets in which it operates.

In addition to the regional office in Juba, South Sudan, efforts are underway to open up to markets in the East African community and ensure that the company is indeed a regional player in the retirement benefits industry, Financial Services sector and Infrastructure & ICT Solutions.

The vision
“To be the champion in provision of innovative solutions that transform people’s lives globally”

Mission:
“To offer innovative products and services that truly make a difference in our communities and environment at best value”

LASER INSURANCE SERVICES
Laser Insurance Brokers (LIB) is a limited liability company incorporated in the Republic of Kenya under the Companies Act (Cap 486) of the Laws of Kenya. LIB is registered and licensed as a broker by the Insurance Regulatory Authority (I.R.A.). In addition, LIB is also a member of the Association of Insurance Brokers of Kenya (A.I.B.K.).

Moreover, Laser Insurance Brokers Ltd is a subsidiary of CPF Financial Services Ltd. CPF offers Retirement Benefits Solutions and Financial Services in Kenya and South Sudan. LIB offers both life and non-life insurance products and services and risk management advice to both individual and corporate customers.

LASER PROPERTY SERVICES
Laser Property Services Ltd. offers services in Property & Facilities Management, Real Estate Development, Project Management, Property Valuation and Consultancy services.

The company was incorporated on 26th September 2013 and it prides itself in managing premier properties in Nairobi and Mombasa Cities including Pension Towers, Kenwood House, Travel House, Palli House and CPF Headquarters located along Haile Selassie Avenue.

We are a premier provider of comprehensive and innovative property & facilities management, valuation services, property consultancy, and projects management services in every market we serve.

In order to render the highest quality of service to all our customers, LASER strives to continuously innovate and be proactive in developing new products, processes and systems in response to the evolving environment.
<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
<th>Location</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>March</td>
<td>SACCO Operations Forum</td>
<td>Entebbe, Uganda</td>
<td>Open to members and non members</td>
</tr>
<tr>
<td>May</td>
<td>Regulatory Roundtable</td>
<td>Mbabane, Swaziland</td>
<td>Invite only</td>
</tr>
<tr>
<td>June</td>
<td>African Development Educators Program</td>
<td>Kenya</td>
<td>Application Deadline, Jan 30th 2016</td>
</tr>
<tr>
<td>August</td>
<td>Performance Management</td>
<td>Johannesburg, South Africa</td>
<td>Open to members and non members</td>
</tr>
<tr>
<td>October</td>
<td>Pre – SACCA workshops</td>
<td>TBC</td>
<td>Open to members and non members</td>
</tr>
<tr>
<td>October</td>
<td>17th SACCA Congress</td>
<td>TBC</td>
<td>Open to members and non members</td>
</tr>
</tbody>
</table>
African Confederation Of Cooperative Savings And Credit Associations (ACCOSCA)

Kilimanjaro Road, UpperHill Nairobi
P.O. Box 43278 – 00100, Nairobi – Kenya,
Telephone 254 020 2714648 / 2714649,
Fax 254 020 2714646,

www.facebook.com/accosca
www.twitter.com/accosca
www.linkedin.com/accosca
www.accosca.org