TIBA ASILI SACCO LTD.

PROCEDURES AND OPERATIONS MANUAL


TIBA ASILI SACCO SOCIETY LTD

P.O. Box 35487-00100

NAIROBI

www.tasaccoltd.com
FOREWORD:

‘TIBA ASILI SACCO SOCIETY LTD. POLICY MANDATE’

‘...Go I am sending you out like lambs among wolves- Do not take a purpose or bag or sandals...’ Luke 10: 3-4. These were the words of Lord Jesus Christ as he sent out he seventy two, having exhorted them that the harvest was plentiful but the workers few. We have individually and corporately asked of the Lord of the Lord and He has sent us into a field that needs more that we can humanly do, requiring real sacrifice and the best we can give, while relying wholly on His wisdom and guidance. This Loan policy and procedures manual echoes these words- as Jesus sent out the seventy two. He gave them instructions on how to go about gathering the harvest into the kingdom. This manual does the same for us. It details the way TIBA ASILI SACCO SOCIETY LIMITED should conduct its business in the field in order to bring in the harvest and empower our community members economically. It is not just a set of procedures and systems, but an embodiment of who we are, called not just to serve our community but to do so with excellence, integrity, transparency, and with human respect and dignity.

While our vision and mission are very clear and well understood by all, it is the ability to translate that vision and mission into action that gives us the credibility, respect and growth that brings honor in the market place and in the community at large. These manual takes these two and breaks them down into the routines and procedures that we will endeavor to follow in community that will determine its financial destiny. A community that will put its hands on the ‘plough’ and rid the community of financial dependence syndrome.

This manual guides us corporately, yet interpreting it into action is still left to the individual, whether a director or a client. The contents of this policy manual will be taught to incoming members in order to ensure that TIBA ASILI SACCO SOCIETY LIMITED mission, vision and values are well understood by our entire clientele. It is our total approach and attitude to the operations of TIBA ASILI SACCO SOCIETY LIMITED that will make this manual a powerful intervention tool between us and our clients and the service we give them. The finance provision industry is a dynamic one, changing in every turn, sometimes without warning. We have to be properly equipped to deal with these changes as they occur and take advantage of opportunity as well as manage risk. This manual forms formidable tool to tackle such challenges. Approach this manual with the seriousness befitting a diligent financial provider organization.
About the manual

1. This operations and procedures manual has been written to guide business operations for TIBA ASILI SACCO SOCIETY LIMITED.
2. As a financial intermediary, being able to provide loans efficiently at the lowest possible cost is a crucial target TIBA ASILI SACCO SOCIETY LIMITED. This manual has been written to help the directors and the staff team to make good dependant decisions consistent with the organization’s vision, mission and values.
3. The directors and the staff will notice that in this manual, the organization expects them to work more closely with customers/clients in ensuring that the cost of delinquency in the loans provided are zero tolerated.
4. The management committee and the staff will also notice that the section on loan supervision and portfolio management has been emphasized and this touches on our core business.
5. The manual is organized into six major and several sections, with the first part providing the background information on the goals and objectives of the SACCO, and also presenting the design and features of the new products. In the second part of the manual is presented the loan policies adopted by the SACCO.
6. In part three of the manual is presented the general lending activities and procedures adopted by TIBA ASILI SACCO SOCIETY LTD to ensure efficiency and maximum recovery of loans. The fourth section has loan specific providers. The fifth part of the manual contains the sections with information on reports and actions that the management committees and the staff should consider in dealing with bad and doubtful debts.
7. One of the primary reasons for writing this manual is to manage and minimize risk from making loans. It thus very important for management committees and the SACCO staff members to adhere to these policies and procedures when involved in lending business.

ORGANIZATION:

Goals and strategic objectives

TIBA ASILI SACCO SOCIETY LTD desire is to become a significant provider of financial, technical, and training services that are appropriate for Kenya’s low and middle income population.
To this end, it seeks to pursue the following eight strategic objectives:
• Expanding into an effective, multi branch financial intermediary in Kenya able to provide members with micro and small-scale enterprises with financial services on a cost covering a sustainable basis.

• Increasing the incomes of members in their economic world.

• Encouraging micro and small-scale businessmen and women to pursue their personal and business ambitions for their own good and the good of their families and communities.

• Providing increased access to credit services for Kenya’s low income population.

• Fostering good business ethics and values among its clients.

• Encouraging clients, as individuals or groups, to build the spirit of self-reliance and self-determination in effectively influencing development strategy to their own good.

• Encouraging more women in particular to get into micro and small-scale business activities by making credit readily available to women.

• Influencing and participating in public and economic policy within Kenya to provide an enabling environment for micro and small-scale enterprise sector.

Most importantly, give not only the borrowers and non borrowers the opportunity to invest into the program and get returns of their investments.

QUALIFICATIONS OF A BOARD MEMBER:
• Be a member of the SACCO
• Not declared bankruptcy
• Not have any bad outstanding debts
• Have a good reputation within the community
• Literate- O Level, read and write English and Kiswahili
• Be at least 30 years of age
• Not holding or aspiring to hold any political position

Vision:
‘Develop unique foundation of financial services for our TIBA ASILI SACCO SOCIETY LTD. Members, and the community at large based on solid financial services with integrity and human respect’

Mission

‘We exist for purpose of providing dynamic, unique, diversified, and quality financial products together with technical services to all TIBA ASILI SACCO SOCIETY LTD. Members and to the Kenyan community as a whole without partiality’

OPERATION

While it is the intention of TIBA ASILI SACCO SOCIETY LTD. to provide services to its target clients in every part of the country, it cannot be anywhere at the same time and remain sustainable. TIBA ASILI SACCO SOCIETY LTD. Membership registration will therefore start in Nairobi and its environs and will expand to the other parts of the country as and when there is capacity to do so.

- The membership
  - Will be expected to be Kenyan citizens of above 18 years.
  - Will be expected to be Kenyan citizens although any persons can be a member but be recommended by at least two members of the board.
  - A member will be expected to register with the SACCO with a non refundable fee of Kshs. 500=
  - Will be expected to build shares consistently in order to have access to loans.
  - Every member will be expected to buy a pass book for Kshs. 200=

- Target group
  - The target clients will be those clients that qualify to the subscription of the Sacco by-laws.

PRODUCTS

The following will be the SACCO products:

Share Account:

Operation of this account:

- The member will open an account by registering with non-refundable fee of Kshs 500.
The member will be expected to buy a passbook for Kshs. 200. This pass book will be a record of both the loan and the share amounts deposited.

Every member will be expected to be in a (club) or group whose members will form the guaranteeing group.

Any member wishing to borrow will be expected to be a TIBA ASILI SACCO SOCIETY LTD member for a period of three months and must be depositing into this account on a monthly basis’

Inconsistent saving into shares is a good basis to disqualify a member from a loan application.

Every member will be provided two times the shares provided that all members in his/her (club) have committed themselves in the loan application form to guarantee him/her.

After two years of consistent saving into this share account, a member may qualify for three times the share and provided the member has been consistent in previous loan repayment and building into shares.

**MANAGEMENT OPERATIONS**

Eight committees shall be formed to carry out all the operations of the SACCO.

1. The Executive Committee
2. The Credit Committee
3. The Education Committee
4. The Manufacturer’s /Marketing committee
5. The Supervisory committee
6. The Natural Healthcare Practitioners committee
7. The Farming and Biodiversity Conservation Committee
8. The Ethics Committee

**SAFE OPERATIONS**

Due to security reasons, this operations manual will not outline the operational procedure of the safe but the Management Committee will be charged with the responsibility of ensuring that members funds are safe in the SACCO offices and when on transit to the link bank.

**CASH MOVEMENT**
The Management committee will be charged with the responsibilities of ensuring that the cash traffic into and out of the link bank, into and out of the SACCO safe, is well coordinated and safe.

The following procedures will be followed in all cash operations:

**LINK BANK**

Link bank is the bankers of TIBA ASILI SACCO SOCIETY LTD. and the following steps will be followed in all cash transfers:

While the responsibility of cash transfers will be left to the management for security reasons, the following steps will be taken to the link bank without delay and these will be the steps:

- The manager will alert the board members on duty of the overage.
- The manager will fill out a form for cash removal from the cash box/strong room
- The manager will stamp, sign and put his name on the form.
- The board member will also do the same on the provided space and will acknowledge the receipt of the cash with the witness of the cashier.
- The board member shall then take the cash to the link bank and bring back to the SACCO manager, the deposit slip.
- The manager will then record the transaction into the appropriate books.

**GENERAL PURCHASES**

**STATIONERY**

These are all the writing materials used in the SACCO for recording purposes.

The printing and or purchase of stationery will be subject to three quotations that will be presented in sealed envelopes and the management committee will open the envelopes in a board meeting.

Any purchase or contact will be put to quotation and or contact.

The SACCO stationery will be categorized as follows:

- Receipt book vouchers
- Pay in vouchers (duplicate receipt)
  - Used for all cash deposits
  - Original to member and copy for the SACCO.
- Withdrawal vouchers
- Ledger books.
• Counter books
• Pass books
• Minute books
• Loan application form
• Internal vouchers
• Receipt books
• Personal ledger cards-loan
• Personal Ledger cards- savings- once FOSA is in place
• Computer papers
• Box files
• Spring files
• SACCO seal
• Rubber stamps
• Member’s register
• General office stationery

14. (a) THE INSTITUTIONAL FRAMEWORK TIBA ASILI SACCO LIMITED

14. (b) COMMITTEE MEETINGS
ANNUAL GENERAL MEETINGS:

The role of the annual general meeting will be to:

- Approve and amend the constitution and rules of the SACCO.
- Elect board of directors.
- Fix value of shares with advice of BODs & auditors.
  - Confirm financial reports and announce loan defaults.
  - Confirm internal & external audit reports.
  - Appropriation of profits and losses
  - Declaring dividends
  - Creation of operating committees
  - Resolving operational conflicts
  - Transact any other business

BOARD OF DIRECTORS:

Structure:

- Nine members elected by the shareholders at the annual general meeting.
- Three year term of office. Eligible for re-election to one additional three year term. At the end of the first three year term of the SACCO only three of the board members may be re-elected.
- All board members must be reconfirmed at each Annual General Meeting. If there is failure to reconfirm a board member then elections will be held at the meeting for a replacement. A simple majority vote is required for confirmation.
- The board will select from themselves a chairman, the credit committee and the audit committee while the executive will remain as elected.
- The chairman will be a mandatory signatory unless otherwise arranged. The chairman will ensure that all SACCO policies are followed to the letter.

BOARD RESPONSIBILITIES:

- Comply with memorandum of understanding and the SACCO by-laws.
- Maintain the record and register of shareholders can assign task.
- Create and present to the AGM the annual budget of the SACCO.
- Present the audited accounts reports to the AGM.
- Authorize and record accurate expenditure of the SACCO.
- Ensure written contractual agreements (i.e. rents and salaries) are met with AGM approval set-loan size, duration; manage loans disbursed, interest rates and products offered.
- Convene AGM and at least three member meetings a year.
- Hire and oversee staff, suspend Board members with AGM approval.
- Be responsible for any loss due to negligence.
- Guide the AGM on the indemnity figures for different office bearers.

**MANAGEMENT SET UP:**

There will be three management committees:

- Executive board
- Credit Committee
- Education Committee
- Audit Committee

**Responsibilities:**

**EXECUTIVE BOARD:**

- Oversee all the formulation and the execution of all the SACCO policies.
- Hire and fire SACCO employees

**AUDIT COMMITTEE:**

Inspect the operations of the SACCO and paying special attention to:

- The proper execution of operations policy.
- Ensuring that the lending manual is adhered to.
- Supervising, continuously on the accounting procedures of the SACCO and ensuring that no fraud happens.
- Inspect the SACCO books, records and asset register.
- Providing monthly written report to BOD.
- Review annual accounts and external contracts
- Audit BODs policies vs. AGM approvals
- Inspect, in liaison with the auditor the annual Audit before the AGM

**CREDIT COMMITTEE:**

- Ensure that loan lending procedures are followed.
- Approve all loan application loan forms after carefully scrutinizing the evaluation forms.
- Come up with policies that will ensure minimal loan defaults.
• Manage any other procedures that relate to best loan issuance procedures.

EDUCATION COMMITTEE:

• Manage staff and clientele capacity building.
• Source funds from within and without to hold education SACCO seminars.
• Work hand in hand with the executive committee to ensure continuous education to the SACCO members.

SACCO MANAGER:

• Manage all the affairs of the SACCO as per the job description from the executive board members.

THE SACCO CASHIER:

• Manage all clients’ cash transactions.
• Ensure that clients pass books are well balanced.
• Any other duties that are spelled out in the job descriptions.

WATCHMAN/GUARD:

• He will be responsible for all SACCO security operations as per the job description.

ADDITIONAL STAFF:

• The executive board will be responsible for all hiring and firing of staff as the needs will arise.

STAFF INTERVIEWS:

• All interviews will be formally and professionally conducted after formal applications are made.

HIRING:
• The interviewing panel will assess the candidates, individually and the team will come together, compare notes and reach a decision to hire.

BOOKS OF ACCOUNTS:

• Every member of the SACCO will be required to purchase a passbook into which all loan and savings transactions will be recorded.
• Saving products will be developed once the SACCO has a FOSA and this account will be voluntary and not mandatory.

The SACCO will keep the following books of accounts:

✓ General ledger book
✓ Deposit slips
✓ Withdrawal books
✓ Member register book
✓ Minute books
✓ Individual ledger cards
✓ Safe count book
✓ Cash request forms
✓ Pass books
✓ Link bank check book

And any other books of accounts that the management may deem necessary to keep.

SHARES:

(a) Definition of a share

• A share is a piece of ownership in the organization and in this case, the SACCO
• One share shall be sold at Ksh 25 and an individual can purchase in accordance to his capability.
• As part owner of the SACCO the shareholders has a say on how it is run, what type of services it offers and has a share in the profits or losses of the SACCO.
• The SACCO will make money through interest on loans and fees for other services. This money will be used to pay the costs of daily operations of the SACCO. These costs include the salaries of
manager, cashier, watchman, utilities, rent and others. At the end of each year, the money in excess belongs to the shareholders and if the expenses were higher then the shareholders share in the loss as a reduction in share value.

- This profits or loss affects the value of their shares. If the SACCO has a profit they will split the profit in cash between the shareholders.

(b) SHARE VALUE:

- The pricing of one share has been determined to be ksh 25 in order to make it easier to value and calculate dividends at the end of each financial year.
- Any amounts deposited to the SACCO will be regarded as shares unless the type of deposit is defined by the management. This will happen more so when the FOSA will be in place.

DIVIDENDS:

- Sharing the profits in cash is called paying dividends.
- This will be done by taking the total net profit amount dividing it by the number of shares. Then the amount per share is divided by the number of days during the year you owned the share. For example if the SACCO had a profit of ksh 12,000 for the year that the AGM declared as dividends and there was 300 shares sold. The calculation will be ksh 12,000 divided by 300 which equals ksh 40 per share paid to the shareholder. If a person owned one share all year they will receive ksh 40, if they owned three shares all year they would receive ksh 120. If the share was owned for half the year, the member would earn ksh 20.

This is a simple way of calculating dividends otherwise other ways could be determined by the management in liaison with the SACCO auditor.

LOANS:

LOAN SECURITIES:

Loan securities will be as follows:

- Guarantors will be key securities for all loans.
- Personal land title deeds within urban and town centers
- Company shares provided that the company has been authorized to trade in the Nairobi stock market. A blank transfer form for the shares will be deposited to the SACCO. The SACCO management will inform the company of the joint ownership of the document (share certificate)
- Vehicle log book as long as the vehicle has been comprehensively insured, been valued by a reputable valuer (to be chosen by the SACCO management at the members cost) and a letter from both the
insurance company and a certificate of valuation. All to be attached to the original logbook.

**Individual Loan Packages:**

They may decide to grant a loan to an individual under the following circumstances:

- The member shall belong to a (club)
- The member has uncommitted shares beyond those that are guaranteed to other (club) members. The management may then grant a loan based on these share provided that they do not give 100% of the value of these shares.
- When the particular club does not have the capacity to guarantee the two or three times the loan and the member has the securities as above. Then, it will be to the discretion of the management to decide on what to do with the member.

All loans will range from one month to 36 months.

The management will nevertheless come develop other products that will diversify interest rates and also the loan tenure once the SACCO is given a FOSA status.

**INTEREST RATES:**

- All SACCO loans will attract an interest rate of 12% p.a. This is in accordance to the Ministry of Cooperatives rules.
- The management will develop other packages that will attract different interest rates dependent on the package involved.

The following will be the steps to be taken once a member applies for a loan:

1) The member will purchase a loan application form for Ksh 200
2) The member will fill out the form accurately and appropriately
3) The member will ensure that all the members of the ‘club’ have pledged their (shares-guaranteed) this will be done in a ‘club’s’ meeting and the minutes of the day will be attached to the individual’s loan application form
4) The filled out loan application form and a copy of the minutes will then be brought to the office and received by the clerk by rubber stamping it and clearly indicating the date of the receipt.
5) The Credit Committee will then sit and go through all the loan application forms, approve or disapprove them.
6) The credit Committee will bring them to the monthly board meeting and explain the approvals or the disapprovals.

7) Cheques will then be issues to individual loan applicants. The Credit Committee Chairperson will issue the check at the groups meeting when all members are present.

It is the responsibility of each group or ‘club’ to:

- Screen prospective members to the ‘club’ and to select individuals who are reliable and have good reputation with peers.
- Organize individuals into manageable ‘club’ members for the purpose of accountability and cohesiveness of the group.
- Review, recommend, and supervise member loans before they are recommended for. The ‘club’ members will recommend who to issue loans to and this will be recommended to the Credit Committee.
- Provide a forum for support and inspiration, as members collectively take keen interest in each other’s business a support that leads to a feeling of well being and generates a sense of dignity and empowerment.
- It is recommended that the clubs register with the Ministry of Culture and Social Services as this authenticates the group and could lead to other social activities between them.
- A ‘club’ member cannot leave the ‘club’ if there is an outstanding guarantee either by him or by other members and or has an outstanding loan with the SACCO.
- The SACCO makes its money on the interest and fees charged on loans. The availability of loans also benefits the shareholders running a business to have access to the capital they need to start or grow their businesses.
- The loans will start in six months after a member starts giving in the SACCO. Only shareholders are eligible to receive loans. The amounts that can be borrowed is two times after six months and three times after the first two years of consistent saving and faithfulness in loan repayments.

**LOAN ADMINISTRATION:**

- These are the decisions about the loan process that the BOD must make and then present to the shareholders at an extraordinary shareholder meeting for approval
- The types of loans, structure of guarantees, interest rates, insurance fees, application fees, and late penalties.
- The recommended tenure of a normal loan will be 36 months but the management will determine the tenure of others types of loans.
- Interest will be on reducing basis at 12% per year.
- There will be insurance on all loans and the rate will be determined by the insurance company in liaison with the management team. There will be other types of insurances but this will be determined by the management team.
- Loan application fees will be ksh 200 per application.
- Late penalties – there will be a late penalty that is higher than the interest rate for the loan repayment. The penalty will be the percentage charged for any amount of the loan that is late. This will be determined by the management team.

**LOAN GRANTING PROCEDURES:**

a) **Application form**
The application form shall be reviewed from start to finish making any adjustments according to decisions about loan structure, guarantees, security and personal information needed.

b) **Application form received**
- Date stamped on the original form
- Check that the form is filled correctly
- Check guarantors, verify signatures and SACCO membership
- Record application on the application register
- Maintain all loan documents and information in the member’s file

c) **Applicant interview and assessment**

Loan applications are taken on first come first serve basis.

- The manager conducts an interview with each person that submits a loan application.
- The purpose of the interview is to:
  - Judge the repayment capacity of the applicant
  - Review the loan appraisal form and determine variations based on the loan types agreed to
- The manager confirms the guarantors are in place as required by the SACCO policy.
- Guarantees may include shares owned, co-guarantors, assets pledged in security and the character of the borrower.
- Manager prepares all forms and information for presentation to the Credit Committee.

i. **Loan Appraisal**
Truths about loan appraisal:

- 3C’s are Character, Capacity and Capital
- Know your client
- A loan well appraised is ½ repaid.
- The Credit Committee will sit to review all loans for approval. Priority should be given to smaller loans, 1st loan and short term loans.
- The manager brings completed loan application to the committee with all information for approval. The Credit Committee must be careful not to let the manager take over the approval process even though he or she has brought all the information to the committee.
- The Credit Committee will discuss each application and make a decision. The decision options are to approve, hold for further information, hold for additional funds availability or disapprove. Whatever decision is reached the applicant must be informed with reasons for the decision. The Credit Committee must maintain rules as set by the shareholder meetings and the board.
- When a loan is approved or disapproved the Credit Committee will fill out the appropriate space on the application and the manager will make the notification to the applicant.

ii. Loan Agreement

- The loan Acknowledgement Form will be used for the disbursement of approved loans. This is a legal contract between the member & the SACCO with all the details of the loan included. The manager will complete this form and set the date for the loan disbursement immediately after the loan is approved. It is important not to delay the distribution of the loan.
- All aspects of the loan agreement should be explained to the borrower, guarantor and witness to ensure there is no misunderstanding by any of the parties involved. This will bring cohesiveness among the; clubs’.
- The loan acknowledgement form will explain the payment plan using equal monthly or weekly installments. All information on interest, fees and penalties should be included on the form. All information about the loan taken will be recorded in the member’s passbook.
- Once the loan acknowledgement is signed it becomes a contract between the borrower and the SACCO.

iii. Loan Accounting and Reporting

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A. Disbursement

When a loan is disbursed the following procedure will need to be followed:

I. A withdrawal voucher is written for the amount of funds distributed.
II. Check type of transaction
III. Enter amount in words and numbers
IV. Original to member, copy stays with SACCO (must have carbon copy)
V. The general ledger is upgraded from the withdrawal voucher.
VI. Credit the cash balance
VII. Debit the loan capital balance
VIII. The client’s personal ledger card is updated from the loan acknowledgement form and withdrawal voucher.
IX. The loan payment register is updated from the loan acknowledgement form and the withdrawal voucher
X. Two pages per client will be maintained until the loan repayment is finalized
XI. Loan transactions are listed on the left side and actual performance on the right side.

B. Repayments:

When payments are made on an outstanding loan the following procedures are to be followed:

I. A pay is filled and the original is given to the client while a copy is left in the SACCO office
II. The general ledger is updated from the pay in voucher
III. Debit the cash balance
IV. Credit the loan capital balance, Interest income, Penalties, or fees as appropriate based on the repayment formula.
V. The client’s personal Ledger Card is updated from the general ledger with amounts allocated matching the general ledger.
VI. The loan repayment register is updated from the general ledger.

C. Loan Portfolio
Tracking the performance of the loans as a total is a critical management tool for the manager and management team. In order to keep track of loans there are two reports used in addition to those already mentioned.

i. The **defaulter loan watch list** is completed monthly and highlights those loans whose payment is in the arrears. The manager will fill this form at the end of each month for the Credit Committee and the executive team for action.

ii. At a year-end a **list of bad debtors** must be completed and cleared before closing the end-year books.

**GROUP OR CLUB FORMATION**

i. The responsibility of forming groups rests primarily on the members.

The manager or loan officer’s role shall be:

- Acting as a facilitator
- Interpreting the SACCO constitution/ by laws to the groups or “clubs”
  - Ensuring that the groups or clubs have their own rules and regulations.

It is also the responsibility of the group to:

- Screen prospective members to select individuals who are reliable and have good reputation with peers
- Organize individuals into manageable units, which allow for economies of scale and thus lower transaction costs.
- Review recommend and supervise loans in the first instance, as the group decides who actually will receive a loan and when, provide the guarantee and even repay a loan if a member gets behind in installments, or fails completely to meet his/her obligations.

**“CLUBS” INSTRUMENTS:**

- Group’s Minutes Book/File
- Group’s rules and regulations
- Group’s pass book whenever necessary.

**SPECIFIC INTERNAL CONTROLS**

- Segregation of duties
- Withdrawal limits by the manager and cashier without written notice.
- Signature requirements by shareholders and copies of documents kept by the shareholders.
- Physical control-cash count.
• Cross check. The manager checks the cashiers work.
• Dual controls. Use of committee and vault management.
• One board member to always be charged with the responsibility of operations.
• Link bank rules to be strictly adhered to.
• Internal audit to submit a monthly report to the executive management board.
• Manager/ audit committee to make monthly returns to the board.

SAFE PROCEDURES.

a. Safe operations guidelines.
• The safe will be maintained at the premises of the SCCO.
• It will require two people to open it each morning and two people to open it each evening.
• These two people will be the manager and. The manager will make arrangements with the executive committee in his/her absence.
• The manager and cashier will maintain the combination to the safe without disclosing it to anyone else including the management committee members.
• The cashier and one manager will open the safe each morning before the SACCO. Operations begin.
• At opening they will complete (together) a safe cash count form accounting for all cash sheet.
• After withdrawing the cash from the daily cash box, they will note the amount on the safe cash sheet and the daily cash sheet. They will then close and lock the safe together. None will be allowed to disclose their combinations of the other.
• At the end of the day the manager and the cashier will repeat the process.
• They will then transfer those figures into the safe cash sheet and verify the total cash count within the safe and the amount in the cashier’s till.
• They will then close and lock the safe.
• If there is a discrepancy in the safe counts the safe the SACCO may not open until a report is made to the executive committee.

SECURITY POLICIES FOR THE SACCO:

• These will be exclusively left for the executive committee and will neither be discussed at the AGM or within any member meetings.