



2024

INTEGRATED ANNUAL REPORT

Seamless Service, Driven by Technology and Innovation for the future

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Acronyms

AGM	Annual General Meeting
BASCO	Baylor Uganda Staff Cooperative Savings and Credit Society
BOD	Board of Directors
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
KRA	Key Result Areas
NSSF	National Social Security Fund
PAYE	Pay As You Earn
ROI	Return on Investment
SACCO	Savings and Credit Co-operative Society
SDGs	Sustainable Development Goals
SFP	Statement of Financial Position
SUPCO	Supervisory Committee
UCSCU	Uganda Cooperative Savings and Credit Union
UGX	Ugandan Shillings
UMRA	Uganda Microfinance Regulatory Authority
UN	United Nations



About The SACCO

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4.0. About the SACCO

Baylor-Uganda Staff Cooperative Savings and Credit Society (BASCO) Ltd

is member owned cooperative founded by a group of Baylor staff in August 2009 to assist members attain economic prosperity and financial independence. This was to be achieved by creating a pool where members contribute regularly (through savings), and in the end, lend the money to themselves at affordable rates to save members from exploitation by other money lending groups that charge high interest rates on loan facilities.

Legal Status and Membership:

The SACCO was registered under the Uganda cooperative Society Statute 1991 and the Uganda cooperative Regulations of 1992 on 12th August 2009. The SACCO is also registered with Uganda Microfinance Regulatory Authority (UMRA) and is a member of the Uganda Cooperative Savings and Credit Union Limited (UCSCU).



Our Mission:

"To be a Sustainable source of finance for all members of staff of the Baylor SACCO".

We Value:



Integrity



Transparency



Togetherness



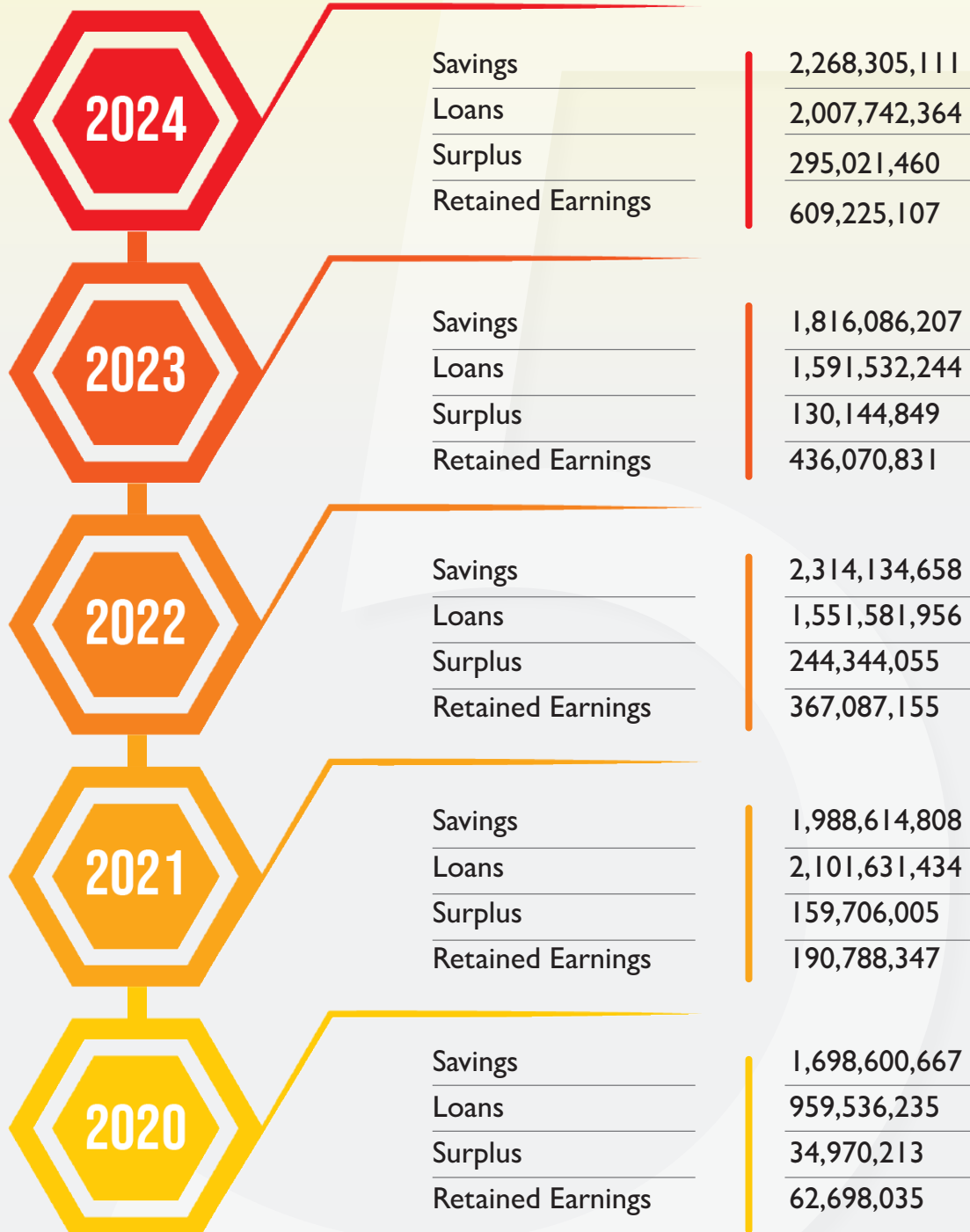
Accountability

4.1. Cooperative governance principle:

	Voluntary and Open Membership: Every serving Baylor Staff is eligible to join the SACCO by filling the membership application form and submitting the filled form to the SACCO administrator by email. Membership to the SACCO remains voluntary and open to staff of Baylor Uganda.
	Democratic Member Control: The SACCO is managed by an elected Board of Directors. The Board is democratically elected by members during an Annual General Meeting with a quorum of two-thirds of the membership.
	Member Economic Participation: The SACCO by law requires that every member saves at least UGX 20,000 per month. Through these savings, the SACCO creates a pool that provides part of the capital lent to members and ensures that every member is economically active.
	Autonomy and Independence: The SACCO has a collaborative arrangement with Baylor Uganda but remains independent in its operations, management, and administration.
	Education, Training, and Information: Routinely, SACCO provides members with education, training and advice on financial management, cooperative principles, and creates awareness about the SACCO.
	Cooperation among Cooperatives: We promote togetherness, and we are responsive to the need of our members. We work with other cooperatives to learn, share experience and good practices.
	Concern for Community (CSR): We are aware that our activities are impactful to society and have to be accountable to the outcome of those actions. The SACCOs operations are structured to have the minimal impact on society.

4.2 Reflecting on Five Years

Progress and Promise



A Look at Our Product Portfolio

The SACCO was established with a clear mission: to provide affordable financial services to its members while fostering economic growth among the staff of Baylor-Uganda. This guiding principle has shaped our approach to product development. We have designed our products to be simple, accessible, and dependable ensuring that members have the right tools to save, invest, and secure capital for their financial needs. Below, we outline the key products that bring this vision to life:

a) Shares

One of the key distinctions between traditional banks and SACCOs is ownership. Banks are typically owned by investors who may or may not be account holders. In contrast, SACCO members become partial owners upon opening an account by purchasing shares. These shares serve as the fundamental unit of ownership and membership within the SACCO. Unlike regular deposits, shares cannot be withdrawn unless a member chooses to exit the SACCO, at which point the SACCO repurchases them using reserves from the 'Shares Reserve Fund.' Additionally, shares earn annual dividends, providing members with a steady return on investment and reinforcing the SACCO as a valuable financial growth platform.

b) Savings

The SACCO by-laws require every member to save a minimum of UGX 20,000 per month. These savings contribute to a collective pool that helps fund loans for members. While savings are generally withdrawable, there are two key limitations:

1. Loan Servicing Requirement:

Members with outstanding loans must maintain at least 30% of their loan balance in their savings or share accounts. This means that withdrawals

are limited to the amount exceeding this 30% threshold. As the loan balance decreases, the amount available for withdrawal increases accordingly.

2. Minimum Balance Requirement:

Every member must maintain a minimum balance of UGX **240,000** in their savings account at all times.

Beyond these two conditions, members have full access to withdraw their savings as needed.

c) Loans

Commercial / Development Loan Services:



These are provided to members as and when they need them with favorable interest rates and payback period to make them affordable yet profitable to the SACCO. These are processed quickly upon fulfilling the requirements and money transferred directly to the member's account. The average turnaround time is two working days. By a resolution of members, the ceiling on amount and time was removed. Effectively, members can borrow up-to three times the value of their savings and shares; and within their contract period.

Emergency Loan Services:



These are provided to members faced with situations that require urgent financial aid, with the aim of making our members comfortable, the SACCO offers up-to UGX 2,000,000 to each member in emergency loans. They have a low interest rate (3%) and are payable within a short period – usually through a single deduction in the following payroll.

4.3 Stakeholder engagement



Block 5 Mulago Hospital.
P.O Box 72052,
Kampala, Uganda
Tel: +256-417-119100

Baylor Foundation Uganda

In 2024, we took a proactive approach to strengthen our relationship with Baylor Foundation Uganda by collaborating closely with the Human Resource Directorate, the Finance Directorate, and the Office of the Executive Director anchored on a memorandum of understanding. This partnership fostered open communication, transparent interactions, and effective information sharing, resulting in improved relationships and enhanced service delivery to our members.



Plot 97 Bukoto Street,
Kampala, P. O. Box 75408,
Kampala, info@fltug.com
+256(0)312316900

Accounting System

This year, we implemented one of long outstanding plans of adopting more robust accounting platform that fits within the vision and strategic direction of the SACCO. We acquired Savings Plus, and MSACCO that provides for member self-service, real-time information, and an option to manage a range of products among other creative functions.

We believe that this platform will provide our members with real time access to their accounts and the capability to “push” and “pull” directly from their accounts in the SACCO. Further, our members will be able to obtain financial statements and check balances without interacting with the SACCO staff, an effort that speaks directly to our strategy to provide seamless service, driven by technology and innovation.



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P.O Box 72052,
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Tel: +256-417-119100



Nakawa Business
Park, 3-5 New Port
Bell, Kampala

Investment Partners

During the year, we strengthened our engagement and collaboration with our investment partners – UAP and Sanlam to meet our strategic objectives, grow our business and enable the smooth running of our operations. We worked to invest in opportunities that drive sustainable growth enabling us diversify portfolio enhance our investment strategy and generate greater value for our members.

We believe that maintaining regular communication with our investment partners ensures mutual understanding, expectations, and allows us to get the best from our investments for sustainable long term value growth



Building and preserving meaningful relationships with our key stakeholders is at the heart of our strategy



Access Building, Room 503, PLOT 241,
Rubaga Road, P. O. BOX, 23191 Kampala,
Mob: + 0772-44-68-30
Email: jbmusisi@yahoo.com,
jbmusisi2016@gmail.com
Website: jba.co.ug

J.B Musisi & Associates

In the 14th AGM, members appointed J.B MUSISI & ASSOCIATES as the external auditor for the SACCO. This year, 2024 is the first year of our collaboration with JB Musisi & Associate, through their audit, we aim to foster the highest standards of financial integrity, accountability by helping us maintain robust financial practices and compliance.



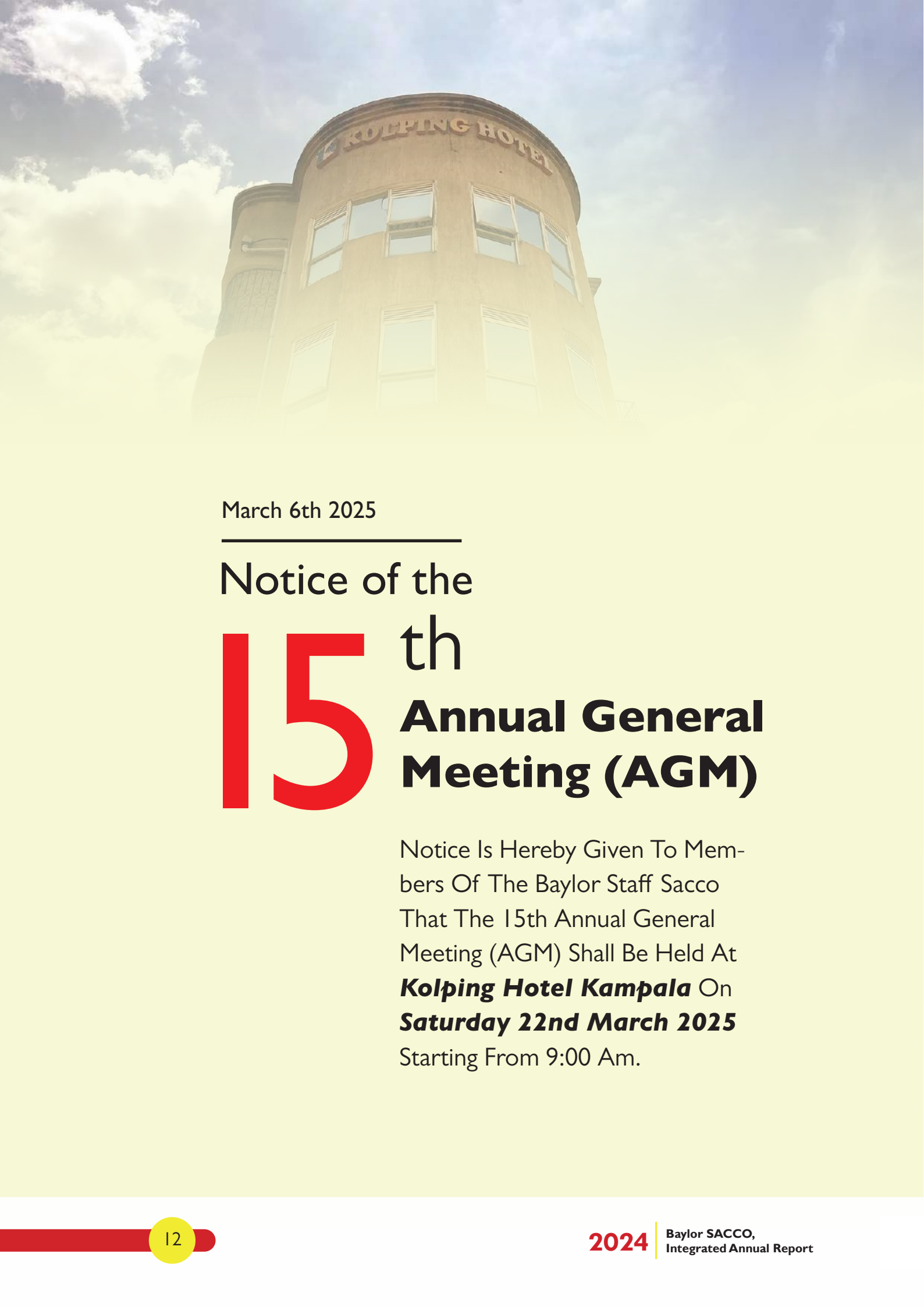
Telephone house, Plot 2A, 4A Speke Road,
P.O. Box 7171, Kampala, Uganda
Tel: +256 41 4333200,
Email: info@utel.co.ug,
Website: <http://www.utel.co.ug>

Uganda Telecommunications Corporation Limited

We are proud to introduce another milestone in enhancing our service delivery and communication channels. Our newly acquired GSM fixed phone establishes a reliable and permanent telephone line for the SACCO, ensuring uninterrupted communication regardless of leadership or management changes.

Moving forward, we encourage all members to reach the SACCO directly through our official telephone number: 0414-675 516



A low-angle photograph of the Kolping Hotel in Kampala, Uganda, showing its curved facade and multiple windows against a blue sky with white clouds. The hotel's name is visible on the upper part of the building.

March 6th 2025

Notice of the **15th** Annual General Meeting (AGM)

Notice Is Hereby Given To Mem-
bers Of The Baylor Staff Sacco
That The 15th Annual General
Meeting (AGM) Shall Be Held At
Kolping Hotel Kampala On
Saturday 22nd March 2025
Starting From 9:00 Am.

PROPOSED AGM AGENDA

No	Item	Time	Responsible person	Remarks
01	Arrival	8:00 – 09:00am	All	
02	Opening Prayer	09:00 – 09:03 am	MC	
03	National Anthem/East African Anthem	09:03 – 09:07 am	MC	
04	Adoption of agenda	09:07– 09:10 am	MC	
05	General opening remarks	09:10 – 09:15am	MC	
06	Report by the Chairperson	09:15 – 09:30 am	Chairperson	
07	Reaction to Chairperson's communication	09:30 – 09: 45 am	Chairperson	
08	Review of minutes for the previous AGM	09:45 – 9: 55 am	SACCO secretary	
BREAK TEA		9:55 – 10:10 am		
09	Presentation of the Audited books of A/Cs for the year ended 31 Dec 2024, and Reactions to the reports.	10:10 – 11:00am	Treasurer	
10	The Independent Auditor's report to the members of Baylor Uganda staff SACCO for the year ended 31 Dec 2024	11:00– 11:20	External Auditor representative	
11	Presentation and discussion of suggested resolutions	11:20am– 12:00 pm	Chairperson	
12	Member education session	12:00 – 12:30pm	UHURU institute	
13	Closing Remarks UCSCU	12:30-12: 35pm	Representative	
14	Remarks from Ministry of Trade, Industries and Cooperatives	12:35-12:40pm	Representative	
15	Closing remarks from ED BFU	12: 40-12:45pm	Executive Director	
16	Group photos	12:45m-1:00pm	Photographer	
LUNCH		1:00-2:00PM		
Departure		At convenience		

On behalf of the Board,



.....
Tumweheire Enid Glorious
SECRETARY

ATTENDANCE

AGM attendance is open for members of the SACCO who hold shares as at 22nd April 2025 in accordance with the Cooperative Societies Regulations. Members are eligible to attend in person (physically) and virtually online. Proxy attendance has not been approved for this 15th AGM.

VOTING DURING THE AGM

Members eligible to attend the AGM are eligible to vote on the resolutions proposed for this AGM. In accordance with the Cooperative Societies Regulations 17(2), every member of the SACCO shall vote in person and no proxies are allowed. Every member of the SACCO shall have the right to one vote in the passing of resolutions or election of members whenever applicable.



MINUTES OF THE 14th AGM

BAYLOR UGANDA STAFF COOPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED MINUTES OF THE 14TH ANNUAL GENERAL MEETING

PHYSICAL ATTENDEES

1	Agaba Gerald	SACCO Member	46	Nagawa Immaculate	SACCO Member
2	Akabwai George Patrick	Chair. Vetting Committee	47	Nagawa Jane Florence	SACCO Member
3	Akankwasa Henry	SACCO Member	48	Naitala Ronald Andrew	SACCO Member
4	Aketch Alice Okullo	SACCO Member	49	Nabukenya Phionah	SACCO Member
5	Akora Jimmy	SACCO Member	50	Nakimera Sarah	Chair. loan committee
6	Amuge Pauline	Member Vetting Committee	51	Namugwanya Christine	SACCO Member
7	Asuman Waiswa	SACCO Member	52	Namuli Jackie	SACCO Member
8	Atuhaire Ronnet	SACCO Member	53	Namuyige Irene	SACCO Member
9	Awor Mercy	Member Loan Committee	54	Nanyonjo Mary Agatha	SACCO Member
10	Bakanda Celestin	Chairperson	55	Nanziri Maria Rhonah	SACCO Member
11	Baluku Richard	SACCO Member	56	Ndyanabagi Victoria	SACCO Member
12	Balwa Henry	SACCO Member	57	Ocaya Moses	SACCO Member
13	Ndugu Julius	Chair. Fin & Investment Comm.	58	Okiror Godfrey	SACCO Member
14	Engurat Lawrence	SACCO Member	59	Okiror Nathan	SACCO Member
15	Enotu Gilber Stephen	SACCO Member	60	Oloya Genacious	SACCO Member
16	Enyenu Eyoku Isaac	SACCO Member	61	Opolot Charles	SACCO Member
17	Fiona Nakiyingi	SACCO Member	62	SSenyonjo Leonard	SACCO Member
18	Kabugo James	SACCO Member	63	Sikatu Denis	SACCO Member
19	Kakande Micheal	Member Executive Committee	64	Sonko Dirisa	SACCO Member
20	Kanyerezi Alex	SACCO Member	65	Ssemakula Denis	SACCO Member
21	Kasingye Joe	SACCO Member	66	SSempiira Henry	SACCO Member
22	Kasozzi Innocent	SACCO Member	67	Tendo Fiona Felistus	Vice Chairperson
23	Katafiire Benjamin	SACCO Member	68	Tikabibamu Judith	SACCO Member
24	Kembabazi Mugume	SACCO Member	69	Tumweheire E. G.	Secretary
25	Kenyanje Harriet	SACCO Member	70	Wambi Charles	SACCO Member
26	Kesande Sharon	SACCO Member	71	Kizza Patrick	SACCO Member
27	Kiconco Lilian	SACCO Member	72	Kizito Katulege	SACCO Member
28	Kisaalita Joseph	SACCO Member	73	Amina Bako Sebbi	SACCO Member
29	Kiyimba Lameck	SACCO Member	74	Ndiyuzze Brian	SACCO Member
30	Kobusingye Lilian	SACCO Member	75	Baganze	SACCO Member
31	Kunihira James	SACCO Member	76	Malik Koire	SACCO Member
32	Kyambadde Stephen	Member Executive Committee	77	Mucunguzi Prudence	SACCO Member
33	Lule Cassim	SACCO Member	78	Paul Lucky	SACCO Member

34	Lutwama Geoffrey	SACCO Member	79	Nakedde Musa	Photographer
35	Lwanga Jesca	SACCO Member	80	Alex Tekakwo	Treasurer
36	Makkeni Gray	SACCO Member	81	Atuhaire Patience	SACCO Member
37	Mugerwa Moses	SACCO Member	82	Ian Nsumba	SACCO Member
38	Muggaga Peter	SACCO Member	83	Kihumuro Pius	SACCO Member
39	Mujyanama Collin	Member Vetting Committee	84	Mulindwa Bonny	SACCO Member
40	Musasizi Daniel	SACCO Member	85	Nagawa Ritah	SACCO Member
41	Musonomwa Kenneth	SACCO Member	86	Nanyombi Sarah	SACCO Member
42	Mutebi Allan	SACCO Member	87	Nyakojo Byabasaija A.	SACCO Member
43	Mutesasira Edward	SACCO Member	88	Nyombi Solomon	SACCO Member
44	Mutesi Hajara	Administrator	89	Wamala Robert	SACCO Member

ONLINE ATTENDEES

1	Abraham Apoo Opito	SACCO Member	40	Jimmy Onenarach	SACCO Member
2	Alice	SACCO Member	41	JKiyengo	SACCO Member
3	Allan Musiitwa	SACCO Member	42	Joachim Akankwasa	SACCO Member
4	Annet Nalugo	SACCO Member	43	Joachim Akankwasa	SACCO Member
5	Anthony Kavuma	SACCO Member	44	Joan Nassozi	SACCO Member
6	Anthony Kavuma	SACCO Member	45	Job Isaac O	SACCO Member
7	Antony Silver	SACCO Member	46	John	SACCO Member
8	Atuhaire Hilda Mary	SACCO Member	47	Justus Ashaba	SACCO Member
9	Beyeza Jane	SACCO Member	48	Justus Nagasha	SACCO Member
10	Bob Rutazindwa	SACCO Member	49	Justus Nagasha	SACCO Member
11	Cissy Ssemambo	SACCO Member	50	Kabumbuli Emmanuel	SACCO Member
12	Claire Asinga	SACCO Member	51	Katulege	SACCO Member
13	Daniel Obbo	SACCO Member	52	Kiboneka Stephen Dalton	SACCO Member
14	Daniel Obbo	SACCO Member	53	Marie Nassiwa	SACCO Member
15	David Damba	SACCO Member	54	Martin Mukisa	SACCO Member
16	David Mpagi	SACCO Member	55	Mary Mugebekazi	SACCO Member
17	Denis Okaba	SACCO Member	56	Muhwezi Rogers	SACCO Member
18	Dennis Odetta	SACCO Member	57	Muhwezi Rogers	SACCO Member
19	Eceditai Wilson	SACCO Member	58	Muliika Daniel	SACCO Member
20	Edgar Sserunkuma	SACCO Member	59	Nakayima Frank	SACCO Member
21	Edidah Twinomujuni	SACCO Member	60	Obunguta Antony Silver	SACCO Member
22	Elizabeth Kabajuni	SACCO Member	61	Oburu Andrew	SACCO Member
23	Eunice Atim	SACCO Member	62	Opiro Bangi Jimmy	SACCO Member
24	Evarist Ayebazibwe	SACCO Member	63	Otim Eric	SACCO Member
25	Fairuzi Naiga	SACCO Member	64	Patricia Nahirya Ntege	SACCO Member

26	Florence Asiimwe	SACCO Member	65	Patrick Mwebaze	SACCO Member
27	Francis Nuwagaba	Executive Member	66	Paul Tumbu	SACCO Member
28	Francis Odongo	SACCO Member	67	Priscilla Musomboli	SACCO Member
29	Geoffrey	SACCO Member	68	Roggers Waisswa	SACCO Member
30	Geoffrey Musoba	SACCO Member	69	Roggers Waiswa	SACCO Member
31	Geoffrey Okullo	SACCO Member	70	Ronald Emini	SACCO Member
32	Geoffrey Baluku	SACCO Member	71	Ronald Nabimba	SACCO Member
33	Gilbert Amutuhe	SACCO Member	72	Ronald Oceng	SACCO Member
34	Gloria Nambozo	SACCO Member	73	Sidney Akuma	SACCO Member
35	Grace Nicholas Mukiibi	SACCO Member	74	S Mutyaba	SACCO Member
36	Hassan Ismail Kagoro	SACCO Member	75	Stephen Ssenyomo	SACCO Member
37	Henry Sempira	SACCO Member	76	Sunday Kumakech	SACCO Member
38	Ian Amanya	SACCO Member	77	Suubi James	SACCO Member
39	Jane Beyeza	SACCO Member	78	Tadeo Omoding	SACCO Member
			79	Violet Korutaro	SACCO Member

INVITED GUESTS

1	Maurias Kankunda	Representative MTIC
2	Ocarum Joseph Paul	Representative MTIC
3	James Owana	Representative SMT
4	Andrew Mugumya	Representative UCSCU
5	Lule Augustus	Representative
6	John Bosco Musisi	Representative J.B associates (Incoming)

Min 1: OPENING PRAYER

The meeting started at 10:25am with an opening prayer led by Asuman Waiswa.

MIN 2: ANTHEMS /INTRODUCTIONS/ADOPTION OF THE AGENDA

The anthems were led by Lucky Paul (IT officer) i.e East African Anthem, Buganda Anthem and National Anthem (Uganda). The M.C (Alex Kanyerezi) invited the team leads for those attending physically to introduce their members. Mutebi Allan introduced the Rwenzori team, Tumweheire Enid Glorious introduced COE team and reported that it so far has the highest physical attendance, Alex Tekakwo introduced Kalamu members while Nagawa Ritah introduced herself and reported

that physically she was the only one present, Daniel Musasizi introduced the Bunyoro team.

Alex Kanyerezi welcomed invited guests and requested them to introduce themselves - Mugumya Andrew from UCSCU, John Bosco Musisi from J.B Musisi Associates.

The M.C requested members to check the agenda on page 30 for adoption or editing. Members adopted the agenda.

MIN 3: GENERAL OPENING REMARKS

Celestin welcomed members attending online and physically. He reported that it has been a good year and we have grown socially and individually. Reported that we expect fully participation for the

growth of our SACCO thus need to see how to bridge gaps and suggest innovations.

MIN 4: REPORT FROM THE CHAIRPERSON

Requested members to go to page 20 of the Integrated Annual Report and took members through his report.

MIN 5: MINUTES OF 13TH AGM

Glorious, welcomed members to the 14th AGM. She requested members to check for their names on the attendance list on page 32 and 33- and notify her if their name is missing or misspelled. She gave the updates on each of the action points of the 13th AGM as follows.

Action points and updates from the 13th AGM (AGM FOR 2022)

Action point	Responsible person	Update
Discuss with the executive about improving the loan application form	Glorious and Celestin	Completed (All the forms have been revised)
Find solution to storage of securities	Alex	Ongoing
Complete UMRA registration	Alex and Celestin	Completed
Develop an M.O.U between SACCO and Baylor Uganda (include use of provident fund to clear loan balances for staff leaving)	Celestin	Completed
Continue following loan defaulters	Sarah and Alex	Ongoing
Conduct formal training for new SACCO management	Alex	Completed
Diversify investments	Alex and Julius	Ongoing
Increase share capital (all members have a minimum of 10 shares)	Alex, Hajara and Prudence	Ongoing

Reactions

A member inquired if shares are deducted from their savings direct or has to first give authorization. Nathan Okiror inquired how loan defaulters come up yet loan offered based on the contract.

Daniel Musasizi requested the chairperson for clarification on the two savings products ie those withdrawing and those not withdrawing

Responses

Celestin reported that loans are given by tripling the savings (maximum loan) but reported that it's a risk for those without contracts or who leave BFU before contract ends and that fixed savings give the SACCO a better plan than non-fixed thus fixed savings will earn more interest.

Reaction

A member inquired if 1 million is the maximum shares. Glorious reported that 1m is the minimum for each member and encouraged members to buy more shares. She reported that we shall also be recognizing top shareholders as indicated on page 12 of the Integrated Annual report.

MIN 6: PRESENTATION OF ACCOUNTS

Alex reported that UMRA registration is complete, and compliance is needed by June 30, 2024. He presented the SACCO's vision, mission, and financials over the past five years, highlighting the 15th anniversary in September 2024. He discussed challenges with employment contracts, affecting borrowing and savings withdrawals. He explained that money was temporarily placed in money market accounts due to reduced borrowing.

He outlined the SACCO's administrators' progress, noting that they now handle most operations with oversight from the treasurer. Board performance is now available on page 19 of the report, with non-performing members eligible for replacement.

Alex also shared insights from benchmarking visits that led to key resolutions and announced plans to transition to paperless transactions.

Financial Summary (Pages 53-65):

- Costs increased due to two AGMs and the addition of staff.
- Loan uptake slightly improved in October, but share capital still needs growth strategies.
- External auditor Augustus Lule confirmed that the financial statements present a true and fair view.

Reactions and Responses

- Agaba Gerald suggested fines for non-attending members and asked about plans for more investments.
- Alex responded that the SACCO cannot invest in non-liquid assets like real estate or treasury bonds at this stage but is exploring viable options.
- Charles Opolot inquired about loan defaulters, and Mulindwa Bonny asked about tapping into government programs.
- Alex clarified that government programs carry both risks and benefits and will be explored by the board.
- James Kabugo suggested quarterly member statements for transparency on deposits. He also proposed using the annual report's blank pages for stakeholder advertisements.

- Julius Nduggu advocated for guarantorship policies, and Gray recommended increasing funds in UAP over Sanlam due to tax concerns.

Further Discussions:

- Alex provided updates on unidentified deposits, plans for loans insurance, and marketing strategies for regional outreach.
- Celestin suggested online quarterly meetings for regular feedback.
- Mutyaba and Agaba Gerald proposed various resolutions for improving AGM attendance and engaging the alumni.

Procurement of External Auditor

- Alex shared that the contract with Augustine Associates had expired, and the procurement process led to the selection of JB Musisi & Associates as the new external auditor.
- Stephen confirmed the process followed, noting that three firms had submitted proposals, with JB Musisi & Associates offering the most cost-effective solution.
- Members voted to approve JB Musisi & Associates as the new external auditor.
- CPA John Bosco Musisi accepted the role and promised to add value to the SACCO.

MIN 7: PRESENTATION OF BOARD RESOLUTIONS & COMMITTEE REPORTS

The report from the finance and investment committee was presented by Julius Nduggu. He reported that some of the resolutions to be presented today are as a result of the work of the investment committee. Reported that one of the key activities was bench marking done with IDI SACCO, FIC SACCO, UN Staff SACCO. Reported that we can include family members in the SACCO and also introduce other products like weekend loan. Reported that also we could borrow the idea of guar-

antors and also insuring loans as observed during bench marking.

The resolutions were presented by Celestin and were read verbatim as follows;

RESOLUTIONS TO THE 14TH AGM

1. Revision of the Term of Office Bearers:

In compliance with the Cooperatives Act 2020, specifically section 18A sub-section 6, “a member of the Board shall hold office for a period of four years and shall be eligible for re-election”, the vetting presents to this AGM the following proposals:

- a. To amend the by-laws and adjust the period of office for office bearers from two to four years in compliance with section 18 sub-section 6 of the cooperatives act as stated above.
- b. To insert in the by-laws a requirement by the Board to appoint within its membership and any other person seconded by the Board working committees to include the Finance and Investment Committee, Loan Committee, Member Mobilization Committee, and any other committee the Board sees to fit to support effective and efficient operations of the SACCO. This proposal is intended to streamline management and operations of the SACCO and to hold the Board Accountable to results of the SACCO in compliance with section 18 subsection (3) “board shall exercise the prudence and diligence of an ordinary person of business and shall be held, jointly and severally, liable for any losses sustained through any of their acts which are contrary to the Act, regulations, bye laws or directions of any general meeting of the cooperative society”. For the avoidance of doubt, the AGM shall retain powers to elect the Board, The Vetting Committee, and Supervisory Committee as provided in the law.

Drafted and presented by the Vetting Committee

2. Revision of Lending Terms:

- a. Loan Application Fees: The Board proposes to the AGM to revise loan application fees from the current UGX 20,000

per loan application to 1.5% of the loan amount. This is aimed at standardizing the SACCO's lending terms, maintaining, and distributing the burden of borrowing fairly based on the amount being borrowed as opposed to a fixed amount.

- b. Loan Insurance: The Boards adopts to implement section 6.4 of the credit policy and procedures manual to introduce a loan protection fund. A charge of 1.2% of the loan value to be applied to loan amount as insurance charge to cover for cases of loan loss in the event a member passes on, is incapacitated, or declared bankrupt. The Board to discuss and agree on the management of this fund as required by the credit policy of the SACCO.
- c. Loan Approval Limit: To improve efficiency, manage risk and promote prudent loan management, the Board proposes to introduce approval limits as follows: the all loans less than five million in value be approved by the administrators/managers of the SACCO following the approved lending requirement and procedures of the SACCO, that all loans greater than five million but not more than thirty million be reviewed and approved by the loan committee, and that all loans greater than 30 million be reviewed by the loan committee but approved by the Board.

Drafted and Presented by the Board

3. Revision to Savings withdraw:

The Board proposes to restrict savings withdraws to amounts above 500,000/= (five hundred thousand shillings only). This is aimed at encouraging and promoting savings culture among members and to provide a long-term source of capital for the SACCO.

Drafted and Presented by the Board

4. Introduction of a bereavement Fund:

The Board proposes to introduce a bereavement fund managed by the SACCO on behalf of members. A minimum of UGX 50,000 to be introduced chargeable to each member of the SACCO such that in the event a member passes on or loses a first family member (to be defined by the board), an agreed amount is contributed towards condolences. The Board to draft operational procedures to guide the management of the fund once approved.

Drafted and Presented by the Board

5. Dividend payout proposal

The board proposes that the AGM resolves to pay a dividend of 33,167,020shs equivalent to 10% of the total value of shares existing at the beginning of the financial year On 01/01/2023. The proposed dividend reflects our commitment to reward our members and is in compliance with the Cooperatives Act 2020, and the cooperatives regulations 2020.

Drafted and Presented by the Board

Reactions and responses

- Bonny Mulindwa suggested reducing the term to 3 years instead of 4 years to allow flexibility in case of non-performance, as most contracts are 3 years.
- Kizito K and Nathan emphasized that the resolution aligns with the Cooperative Act and must be followed to remain compliant.
- Mercy inquired about the law regarding non-performing members, and James (UCSCU) explained that the constitution supersedes other laws, and members must adhere to the legal requirements.
- Joseph (MTIC) clarified that leaders elected after 2020 could serve 4 years, while earlier elections require re-election.
- Opolot raised concerns about replacing fraudulent leaders, and MTIC referred to Section 18 of the Amended Act, which allows for replacement with evidence of non-performance.
- Tendo mentioned that a leader can also resign before the end of their term.
- Alex confirmed that 4 years is the minimum, with a maximum of 8 years, and members can be removed through a resolution at the AGM.

Loan Application Fee Discussion

- Gilbert Amutuhe and other members proposed maintaining the 20,000 UGX loan application fee to avoid discouraging members.

- Julius Nduggu suggested reducing the fee to 1% of the loan amount, noting the need to process various loan types like mortgages.
- Alex expressed that maintaining the fee would limit the SACCO's ability to offer more facilities, while Celestin stated that the fee would help fund new loan products.
- Pauline Amuge asked the AGM to advise the Board on the 1.5% loan insurance and suggested implementing different loan categories.
- After discussion, members agreed that the Board would revise the resolution and engage members via the WhatsApp group. The fee issue will be reconsidered in the next AGM.
- Alex confirmed that Resolution 2 (a & b) would be postponed for further member sensitization and reviewed in the next AGM.

Loan Limits and Approvals

- Celestin explained the loan limits and approval process, which aim to manage risk and expedite loan acquisition.
- Benjamin seconded the limits for quicker processing, and Kabugo suggested presenting the limits in a tabular form for clarity.

Revision of Saving Withdrawals

Isaac Luke supported the proposal but recommended clarifying certain aspects and considering a time-based restriction, such as allowing withdrawals only once a year.

Christine N suggested limiting the frequency of withdrawals rather than the amount, as some members save for specific targets and may not want excessive restrictions. Kizito argued that imposing a cap on savings withdrawals could be unfair, particularly for low-income earners, and that

the proposed cap of 500,000 was not favorable.

Benjamin K emphasized that members save to meet financial goals, so restricting withdrawals could be counterproductive.

Glorious clarified that the 500,000-figure referred to the minimum account balance requirement and not a restriction on withdrawing amounts below that threshold.

Alex explained that the resolution considered both the minimum account balance and withdrawal frequency as separate aspects. He noted that some members had reduced their savings to as low as 20,000, which reflects poor saving habits. He also stated that imposing restrictions is not unlawful as long as it is approved by the AGM.

Opolot Charles proposed adjusting the minimum savings requirement to 240,000 to accommodate low-income earners, aligning with Kizito's concern. Kizito further pointed out that unlike SACCOs with members from higher economic backgrounds, their SACCO serves a mixed-income membership.

Mercy suggested setting a percentage-based minimum balance instead of a fixed amount.

Conclusion: It was agreed to implement a minimum account balance of 240,000 as a starting point.

Resolution on Social Welfare Fund

Celestin introduced the resolution, highlighting the financial challenges members face during bereavements. Alex proposed an annual contribution of 50,000 UGX for subscribed members.

Reactions and Responses:

- Albert Maganda emphasized the need to agree on a fixed payout amount.
- Joseph (MTIC) suggested renaming it the *Social Welfare Fund* to cover more than bereavements and proposed deducting contributions from savings.
- Kizito supported the idea but stressed verification of the deceased as an immediate family member.
- The MTIC representative reiterated that the fund should also cover events like weddings.

- Daniel Musasizi opposed the fund, arguing that the organization already provides social welfare support.
- Julius Nduggu supported it, stating that ex-Baylor staff remain part of the SACCO family.
- Contribution suggestions varied: Rebecca Nabukenya and Teddy proposed 10,000 UGX per year, James Kabugo suggested 5,000 UGX per month, Alex Kanyerezi 30,000 UGX per month, and Oloya supported contributions for potential profit generation. Benjamin suggested halting it as HR was introducing a similar initiative.
- Celestin noted that some SACCO members are no longer BFU staff and may be excluded.

Following a vote, the majority agreed to establish the Social Welfare Fund, with an annual contribution set at 20,000 UGX.

Dividend payout proposal

All members agreed to this resolution.

MIN 8: ELECTIONS

The M.C. announced that three positions needed to be filled, with Dr. George Akabwai leading the process as chair of the vetting committee. Dr. George introduced the committee members and explained their role in presiding over SACCO elections. He clarified that vacancies arose due to career growth, as some members had to resign upon leaving BFU, in line with the July 2022 AGM resolution. However, ex-BFU staff can remain SACCO members, with an alumni representative position currently held by Stephen Kyambadde.

Vacant Positions & Application Process

The vacant positions included:

1. **Chairperson of the Executive Committee**
2. **Member of SUPCO**
3. **Member of the Vetting Committee**

Despite multiple calls for expressions of interest via WhatsApp and email, only one application was received for the vetting committee position. The sole candidate for chairperson withdrew on the eve

of the AGM, and no applications were received for the SUPCO position. Dr. George sought members' input on the low interest and emphasized the need to follow due process.

Vetting & Voting Process

The vetting committee assessed two candidates for the vetting committee position and found them fit. The MTIC representative clarified that vetting was required for the chairperson and SUPCO positions but not for the vetting committee member. It was agreed that elections for the remaining positions would be conducted online.

Candidates for Vetting Committee Member:

1. Alex Kanyerezi – A SACCO member since 2013, with experience observing its operations and a readiness to serve.
2. Abraham Apoo Opito – A finance analyst who joined in 2022, with a strong savings record and prior experience in electoral processes.

Election Results:

- **Alex Kanyerezi Bwoogi** – 54 votes
- **Abraham Apoo Opito** – 13 votes

Dr. George declared Alex Kanyerezi Bwoogi as the new vetting committee member.

Next Steps: An online meeting will be scheduled within one month to elect the chairperson and SUPCO member. Meanwhile, the current chairperson will continue serving until a replacement is elected.

MIN 9. REMARKS FROM UCSCU

Remarks by Andrew Mugumya (UCSCU Representative)

Andrew Mugumya introduced UCSCU as the national union for all SACCOs. He first encountered the SACCO in 2018 but was not impressed at the time. However, he was pleased to join the 14th AGM celebrations and acknowledged the significant progress made. He noted that the SACCO has moved from Category D to Category A, reflecting strong growth.

He commended the annual report, board strategies, and training efforts, including benchmarking with other SACCOs. Regarding URA's delayed response, he advised withholding payment until feedback is received, assuring that no penalties would apply.

On guarantorship, he emphasized its continued importance, particularly as the SACCO expands to include new facilities and family members. While guarantors should mainly serve as reminders, policies may need adjustments for family members. He stressed that growth requires increased capital, urging members to buy more shares and save more.

He advised the board to clearly communicate resolutions, enhance member sensitization, and review policies to reduce loan defaults. He encouraged members to stay active and engaged to maintain a stable membership base.

Finally, he pledged UCSCU's full support and availability for any necessary guidance.

MIN 10. REMARKS FROM MTIC

Joseph thanked members for their participation and acknowledged the SACCO's strong performance. He emphasized the need to align SACCO laws with regulatory harmonization. He also invited the SACCO to take part in the International Day of Cooperatives on 1st July 2024 in Masaka, as a platform for visibility.

An MTIC representative appreciated members' engagement in the 14th AGM and mentioned that a request for financial support would be sent soon.

MIN 11. REMARKS FROM HR (BFU)

James Owona thanked UCSCU and MTIC for their guidance and commended the Board for its strong performance, noting that the SACCO can now declare dividends, demonstrating value for money. He acknowledged past challenges that made the SACCO a perceived risk, but emphasized its tremendous improvement, growth, and compliance over the past year.

He pledged continued HR support and noted that while some SMT members were hesitant to join due to past concerns, many are now reconsidering as the SACCO stabilizes. He encouraged the

board and committees to stay motivated despite criticism, affirming that success has many parents, but failure is an orphan.

He reaffirmed his commitment to supporting the SACCO's success.

MIN 12. AWARDS AND RECOGNITION

Alex Tekakwo presented the top 5 shareholders and savers as declared on page 12 of the integrated report. He called upon different invited guests and SMT members to hand over tokens of appreciation to the top shareholders and savers. These were presented in order from topmost.

Top shareholders

- Mutesi Hajjara
- Nanyunja Sarah
- Ssenyonjo Leonard

- Nanyombi Sarah
- Sserunkuma Edgar

Top savers

- Ssekidde Stephen
- Nanziri Maria Rhonah
- Akankwasa Henry
- Nabakka Elizabeth
- Balungi Jacqueline Kanywa

Also appreciated the outgoing chairperson. Was awarded token of appreciation by the representative from MTIC.

Celestin thanked Alex for his dedication as treasurer, highlighting his active role in supervising administrators and leading report writing efforts. He also appreciated the team behind the quality report, Glorious, for successfully organizing the AGM, and the vice chairperson for designing the annual integrated report.

He acknowledged the online attendees for their full-day participation and wished safe travels to those attending physically.

The meeting ended at 17:35hours with a group photo.



MIN 13. ACTION POINTS AND UPDATES FROM THE 14TH AGM (FY 2023)

	Action point	Responsible person	Timeline
1	Collect data for each member for ownership database	Alex	30/06/2024
2	Develop strategies to increase share capital	Board and investment committee	asap
3	Use blank pages of the integrated annual reports to advertise	Executive	Next report
4	Send regular statements to members (use of new accounting system)	Alex and administrators	asap
5	Pursue idea of getting funding from government programs	board	asap
6	Print out and share with members unidentified deposits every quarter	Alex	quarterly
7	Identify ambassadors in all regions to market the SACCO	Board	asap
8	Make an SOP on how to lend money to SACCO members that exited BFU		asap
9	Review amounts of saving in unit trust funds	Board	asap
10	Do a survey to find out why AGM attendance is poor	Board	asap
11	Revise resolution 2 a and b, 3 and 4	Board	asap

Prepared by;

**Enid Tumweheire**
Secretary

Approved on behalf of the Board

**Celestin Bakanda**
Chairman

RESOLUTION STATUS

RESOLUTION	STATUS	DESCRIPTION
 REVISION OF THE TERM OF OFFICE BEARERS		In compliance with the Cooperatives Act 2020, specifically section 18A sub-section 6, “a member of the Board shall hold office for a period of four years and shall be eligible for re-election”, the vetting committee proposed to increase the term of office to four years and amended the appointment of committees to the Board
 REVISION OF LENDING TERMS		All loans less than five million in value be approved by the administrators/managers of the SACCO following the approved lending requirement and procedures of the SACCO, that all loans greater than five million by not more than thirty million be reviewed and approved by the loan committee, and that all loans greater than 30 million be reviewed by the loan committee but approved by the Board.
 REVISION TO SAVINGS WITHDRAW		The Board proposed maintaining a minimum balance of UGX 240,000 on savings accounts.
 INTRODUCTION OF A WELFARE FUND		A minimum of UGX 20,000 to be introduced charged to each member of the SACCO. An agreed benefit will be paid when a covered event occurs.

KEY :



IMPLEMENTED



ONGOING

PROPOSAL TO THE 15TH AGM

- Charges for wrong account numbers:** The Board proposes a fee of UGX 5,000 for members who provide incorrect account numbers for payments. This measure aims to prevent the SACCO from incurring additional costs associated with reprocessing payments that fail due to incorrect account details.
- Shareholding as a Prerequisite for Loan Approval:** To maintain the financial health and integrity of the SACCO, it is proposed that the eligibility for loan access be linked to the ownership of shares in the SACCO. Specifically, members who do not hold the minimum numbers of shares will be ineligible to apply for or receive loans except emergency loans.
- Restriction on Rejoining the SACCO for Members Who Exit:** It is proposed that mem-

bers who choose to exit the SACCO while still employed by Baylor Foundation Uganda should be prohibited from rejoining the SACCO for a period of at least six months after exit. This policy is intended to preserve the SACCO's operational stability, promote consistent membership, and ensure fairness in membership policies.

Dividend Payout Proposal: The Board proposes that the AGM resolves to pay dividend equivalent to 10% of the total value of shares existing at the beginning of the financial year on 01.01.2024. The proposed dividend reflects our commitment to reward our members and is in compliance with the Cooperatives Act 2020, and the Cooperatives regulations 2020.

ADMISSION OF NEW MEMBERS

We take pride in the steady growth of our membership, recognizing it as the foundation of our success. In adherence to regulatory requirements, we are pleased to present to the 15th AGM a list of 76 new members who have joined the SACCO since the last AGM. Each of these individuals, all serving staff of Baylor Uganda, has met the membership entry requirements, including the commitment to purchase 10 shares within the first six months. We now seek their formal approval and admission into the SACCO.

Agnes Auca	Lucky Paul
Ahebwa Edison	Mayo Christopher Madrama
Ahimbisibwe Caleb	Mbulanyina Deborah
Alex Amanyire	Michael Jackson Mutimba
Ariyo Yobez	Moses Mukiibi
Asbury Agumya	Nabaziwa Jannat
Asha Katengeke	Nafula Lydia
Aston Mucunguzi	Nagawa Mary Immaculate
Atuhaire Hilda Mary	Nagawa Ritah
Atuhaire Ronnet	Nakagwa Immaculate
Bogere Violet Sharon	Nakayima Frank
Bukirwa Diana	Namayuba Bruno
Charles Kwerit	Nambuya Immaculate
Claire Kemigisha	Namirembe Shanitah Joa
Connie Aryada	Namusoke Muitta Magoola Sarah
David Ngobi	Nankya Catherine
David Onen Labeja	Nigel Kinyera Okot
Doreen Ninsiima	Odetta Dennis
Dorothy Nakato Kintu	Ogenmungu Robert
Eddy Muwanguzi	Okwaro Evelyn Apio
Esther Nassali	Olivia Nalunkuma
Eunice Darlington Nakiyimba	Onen Brian
Evaline Nakoru	Oyenyboth Winnie
Godfrey Kasakya	Peace Abigail Bagenda
Grace Omoding	Pedun Dinnah
Herbert Waiswa	Peter Kibira
Igune Damali	Praise Katarangye
Innocent Rutanongibwa	Rwothomio Roy
Jacob Nyonyintono	Santo Odongo
Jetu Asiimwe	Sharon Nakato
John Bonny Kato	Sharon Olia
Juliet Kemigabo	Stuart Kitandwe
Kahunde Rebecca	Tebandeke Naziru
Katongole Fredrick	Tonny Ssekandi
Keneth Onekalit	Waisswa Rogers
Levi Mwanga	Wambi Charles
Loice Kemigisha	Wilfred Bob Okema
Louis Anena Diana	Yudaya Nakiyemba



Corporate Governance Report

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The board is collectively responsible to members of the SACCO for the effective oversight, control and success of the SACCO. This governance report details the profile of each board member demonstrating the mix of skills the form the board, the roles and responsibilities of the board and the overall board performance for the year. “We believe that with strong governance structure, the Board can confidently steer the SACCO through even the most challenging conditions”.



“We believe that with strong governance structure, the Board can confidently steer the SACCO through even the most challenging conditions”.

Profile of Board Members

DR. MUHAIRWE NINSIIMA

Chairperson
Elected June 2024

Experience:

Dr Ninsiima is HIV Care & Treatment Manager: Baylor Foundation, Uganda – Hoima Region. He also worked as a technical advisor - Care & Treatment: The AIDS Support Organization (TASO).



External Appointments:

Dr Ninsiima served as a secretary of the Lions club and is currently the Marketing Chairperson for the Lions Club of Hoima.

Skills & Strength:
MPH and MBChB



CPA ALEX TEKAKWO

Treasurer
Elected January 2023

Experience: Alex is a Grants and Contracts Coordinator for Baylor Foundation Uganda. Previously, Alex worked as a Grants Director with Chemonics International, Grants Manager with University Research Co. LLO, Senior Finance and Grants officer with World Vision International, Finance & Grants Associate with fhi360 and as a Grants officer with Baylor Foundation Uganda.

External Appointments: Alex served as a Board Member and a member of the Investment Committee of the CPA SACCO.

Skills & Strength: Certified Public Accountant (CPA), PODITRA, and B. Microfinance.



ENID GLORIOUS TUMWEHEIRE

Secretary
Elected January 2023

Experience: Enid is the nutritionist with Baylor Foundation Uganda

External Appointments:
None

Skills & Strength:
BscHND(KYU), MPH (Mak)



TENDO FELISTUS FIONA

Vice Chairperson
Elected January 2023

Experience: Call centre Supervisor with Baylor Foundation Uganda.

External Appointments: None
Skills & Strength: B. MASS-COM (MUK); MSc. International Public Health (LJMU).



FRANCIS NUWAGABA

Board Member
Elected January 2023

Experience:
Finance and Admin. Assistant with Baylor Foundation Uganda.

External Appointments:
None

Skills & Strength:
BBA Finance



MICHAEL KAKANDE

Board Member
Elected January 2023

Experience: Systems Programmer with Baylor Foundation Uganda.

External appointment:
Micheal was the vice president of Makerere University Software Development Association.

Skills & Strength: Bachelor of Science in Computer Science



KYAMBADDE STEPHEN

Board Member
Elected January 2023

Experience: Stephen is the Team Leader of the Procurement Unit at AFENNET.

External Appointments:
None

Skills & Strength: MCIPS, MBA, PGD- Global Health Procurement and Supply Chain Management

Supervisory Committee



DAVID MPAGI

Chair, Supervisory Committee
(Elected April 2024)

Experience: David is the Grants and Contracts Manager with Baylor Foundation Uganda



BENJAMIN KATAFIIRE

Member of the Supervisory committee (Elected April 2024)

Experience: Benjamins works as Finance Associate with Baylor Foundation Uganda.



RONALD KIYIMBA

Member of the Supervisory committee.
(Elected June 2024)

Experience: Works as a director of Financial Management & Operations with USAID LPHE project implemented by Baylor Foundation Uganda.

Vetting Committee



GEORGE PATRICK AKABWAI

Chair, Vetting Committee
(Elected in September 2022)

Experience: Specialist Physician with Baylor Foundation Uganda.



KANYEREZI ALEX BWOGI

Vetting committee member
(Elected April 2024)

Experience: Alex is a Community Health Services Officer with Baylor Foundation Uganda.



COLLINS MUJYANAMA

Vetting committee member
(Elected July 2022)

Experience: Collins is the Medical lab technologist with Baylor Foundation Uganda.

Loan Committee



SARAH GRACE NAKIMERA

Chairperson Loan Committee, (Appointed Oct. 2024)

Experience: Florence is a data officer with Baylor Foundation Uganda.



CPA ALEX TEKAKWO

Loan Committee Member
Appointed October 2024



FRANCIS NUWAGABA

Loan Committee Member
Appointed October 2024

Member Mobilization Committee



EVARISTO AYEBAZIBWE

Chairperson of the Mobilization Committee (Appointed October 2024)

Experience: Evaristo works with Baylor Foundation Uganda as a Regional Monitoring and Evaluation Officer



FLORENCE ASIIMWE

Member of the mobilization Committee. (Appointed October 2024)

Experience: Florence is a coordinator counselling and case management with Baylor Foundation Uganda.



NATHAN OKIROR

Member of the mobilization Committee. (Appointed October 2024)

Experience: Nathan is a prevention officer with the USAID LPHSE project at Baylor Foundation Uganda.

Finance and Investment Committee



DDUNGU JULIUS PETER

Chair, Finance & Investment Committee. (Appointed October 2024)

Experience: Julius works as a Laboratory Technologist with Baylor Foundation Uganda



CPA ALEX TEKAKWO

Finance & Investment Committee Member.

Appointed October 2024



MICHAEL KAKANDE

Finance & Investment Committee Elected January 2023

Management & Staff



PRUDENCE MUCUNGUZI

Manager
Appointed December 2024

Experience:
Prudence worked as a SACCO administrator with Baylor Staff SACCO from June 2023 to December 2024. Previously, she worked with UNRA Staff SACCO.



MUTESI HAJARA

Accountant
Appointed December 2024

Experience:
Hajara served as the SACCO administrator with Baylor Staff SACCO from 2021 before which she worked as a Bank Reconciliation officer with Orient Bank.

“There is no such
thing as a self-made
man. You will reach
your goals only with
the help of others.”

George Shinn



6.2 Functions of the Board

The Board has the overall responsibility of ensuring that the business of the SACCO is conducted in an effective manner compliant with regulations, prudent business practices and in a profitable manner to maximize member value. To achieve this, we recognize that the Board must be diversified, have the right philosophy, and must aspire to achieve value creation. In the performance of its functions, the Board is charged with following responsibilities:

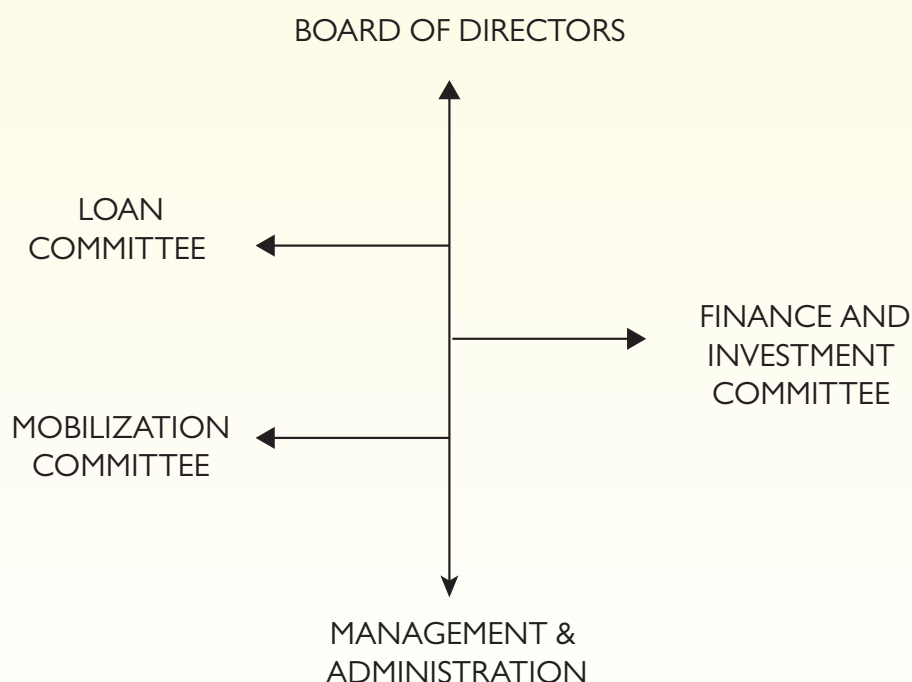
- Good corporate governance and business performance of the savings and credit cooperative society
- Ensuring that the board is in full control of the affairs and business operations of the savings and credit cooperative society
- Ensuring that the business of the savings and credit cooperative society is carried on in compliance with all applicable laws and regulations, and in the case of a savings and credit cooperative society
- Ensuring that the internal controls and systems, and management information systems of the savings and credit cooperative society are designed to provide reasonable assurance as to the integrity and reliability of the financial statements of the savings and credit cooperative society and to adequately safeguard, verify and maintain accountability of its assets: are based on established and written policies and

procedures, and are implemented by trained and skilled officers with an appropriate segregation of duties; and are continuously monitored, reviewed and updated by the board of directors to ensure that no material breakdown occurs in the functioning of such controls, procedures and systems

- Work with the SACCO manager and the board to develop objectives and goals for the SACCO, including strategic plans
- Make sure the SACCO adheres to applicable laws, regulations, and sound business practices
- Make sure the SACCO maintains sound financial conditions and that the assets are protected against unauthorized or illegal acts.
- Develop and review policies and bylaws at least once a year and update as necessary.

Board Structure

To assist the Board in the performance of its functions, the board is structured into committees with specific roles cut to ensure efficiency and give appropriate levels of attention to important aspects of the SACCO. These committees hold delegated responsibilities of the Board and are structured as follows:



The loan committee:

This sub-committee is responsible for reviewing and overseeing the overall lending policy of the SACCO Society. The Committee meets twice a week to review loan applications, provide approval, and offer financial advice to members. The Committee is composed

The Finance and Investment Committee:

The role of the finance and Investment Committee is to among other things share the workload of the Treasurer in managing and monitoring finances. They identify investments, advice management on cost management, review the finances of the SACCO, and approve financial statements as delegated by the Board.

The Mobilization Committee:

The main role of this committee is to market and provide education and training to the members, delegates, staff, management and the Board as well as ensuring the SACCO is governed in accordance with its code of corporate governance and all other relevant guidelines.

6.3 BOARD PERFORMANCE



The Board fulfills its responsibilities through regular meetings, which must be well-structured, properly documented, and conducted consistently to ensure effective performance. To enhance efficiency, these meetings are carefully planned, with minutes recorded in sufficient detail to capture the matters discussed, decisions made, and action points for timely resolution. The attendance record of Board members for the year is presented in the table below.

NAME	EXPECTED	ATTENDED	ACHIEVED
Celestin Bakanda	16	14	88%
Fiona Tendo	18	17	94%
Alex Tekakwo	18	18	100%
Enid Glorious	18	18	100%
Francis Nuwagaba	15	12	80%
Micheal Kakande	15	14	93%
Stephen Kyambadde	15	8	53%
Ninsiima Muhairwe	8	8	100%

6.4 BOARD TRAINING

To ensure effective leadership and oversight of the SACCO's operations, we recognize the importance of continuous Board training and orientation in response to evolving industry dynamics. Accordingly, we have established a structured approach to regularly schedule training sessions focused on key aspects of governance and leadership. Over the past year, the Board participated in two training programs designed to enhance their expertise across multiple subjects relevant to their roles and responsibilities.



6.5 THE MESSAGE OF THE CHAIRPERSON

Dear Members, it is my honour to present the Board Chairperson's report for the year 2024 at this 15th Annual General Meeting (AGM) of Baylor Staff SACCO. This year has been marked by significant achievements, resilience, and growth as we continue to strengthen our SACCO's financial stability and member support.

Throughout the year, we held regular meetings—conducted physically, virtually, or in a hybrid format—to ensure timely decision-making and operational efficiency. Open communication and feedback were maintained through phone calls, emails, and our WhatsApp platform. Additionally, we conducted a survey to gather member opinions on key aspects and collect suggestions for strengthening the SACCO and enhancing member value. The findings of this survey, along with the Board's responsive actions, will be shared with members in the second quarter of 2025.

Changes in Operation Design: The SACCO's operations were further strengthened by the independence of various committees and a strategic restructuring of our management framework. This involved transitioning from two administrators to a SACCO Manager and a SACCO Accountant. These changes are designed to enhance communication, improve operational efficiency, and align with the SACCO's strategic direction. Our goal is to foster closer engagement with our members, streamline operations, and take a more deliberate approach to growth and service delivery.

Expansion of SACCO Products: We strengthened our product offerings, including shares, savings, emergency loans, personal development loans, fixed deposits, and the welfare scheme.

Digital Transformation: Efforts have been made to introduce digital platforms for savings, loan applications, and communication, improving efficiency and accessibility. By enrolling on the MSacco platform, members can now access all the basics about their accounts and carry out transactions through self-service. This caters for both MTN and airtel users, and the app is functional on both android and IOS operating systems. The board also continued to utilize virtual platforms (zoom) to conduct meetings thus saving on travel time since member are distributed across the country. Embracing technology has also allowed for online reviews and approval of financial transactions leading to efficiency.

Capacity Building: We organized an orientation of the Board and committee members that was facilitated by the Uganda Cooperative Savings and Credit Union Limited (UCSCU). We also introduced monthly virtual financial literacy sessions to help members make

informed financial decisions, as well as take advantage of the available Sacco products.

Strengthened Governance and Transparency:

The Board ensured proper financial management, compliance, and accountability in all SACCO operations.

Challenges and Mitigation Strategies

Despite our successes, we have areas of improvement, including limited capital for extended investment options and member exits following end of their contracts with Baylor Foundation Uganda. We have planned to overcome these through:

- Encouraging members to increase their savings including uptake of the fixed deposit product, as well as increasing the share capital to improve liquidity.
- Development of SOPs to guide provision of financial support to members that are no longer staff of Baylor foundation Uganda.

Future Plans and Strategic Focus for 2025

Looking ahead, our focus is on:

- Popularizing utilization of the self-service portal under the MSacco platform
- Increasing loan accessibility through improved liquidity management.
- Adoption of the terms of reference for leading to members who exit Baylor Foundation Uganda.
- Strengthening the welfare scheme to better support members in times of need.
- Enhancing financial education to promote responsible shareholding, saving and borrowing.

6. Appreciation

I extend my sincere gratitude to our SACCO members for their unwavering support and trust. I also commend the Board and management for their dedication to ensuring the SACCO's success. Baylor Staff SACCO remains committed to empowering its members through sustainable financial services. Together, we are building a strong financial institution that empowers our members and secures their future.

Thank you.



Dr. Muhairwe Ninsiima

Board Chairperson, Baylor SACCO

SUSTAINABILITY REPORT

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- 41. Governance and Ethical Framework
- 41. Progress of strategic plan
- 42. Our commitment to SDGs



INTRODUCTION

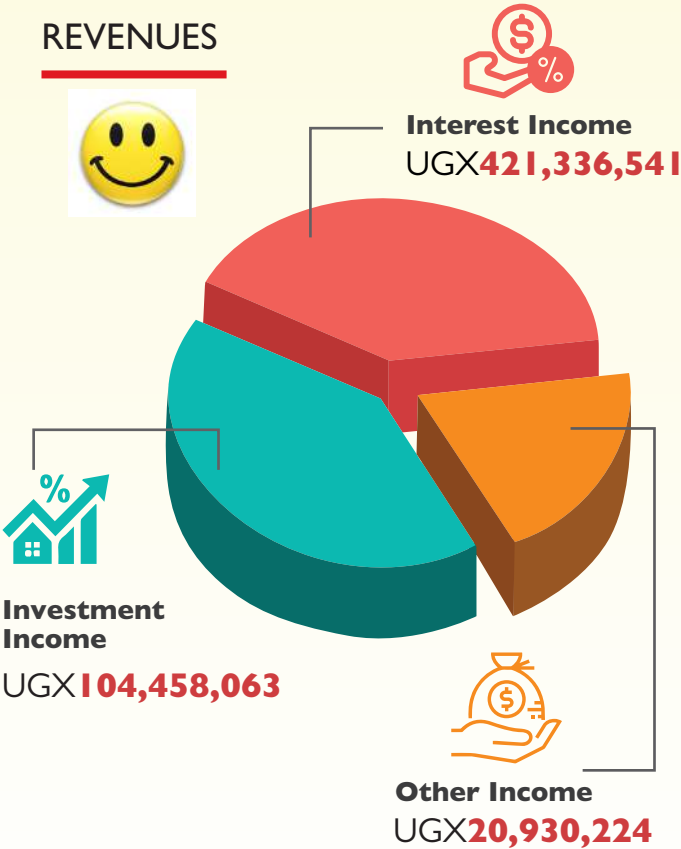
Every year, we refresh our approach to sustainability remaining current with the issues that affect our stakeholders. Based on a detailed assessment of our operating environment, our past and the future, we anchor this year’s sustainability report on four parameters that include financial, environmental, social, and governance principles.



FINANCIAL SUSTAINABILITY

The strength of our growth as a SACCO and indeed as members of the SACCO depends on our ability to generate income, invest and grow wealth. Our individual savings and borrowing behaviour contribute immensely to this agenda. Year-on-year we generate income through interests charged on loans, fees, and other incomes generated from our investments; we spend this money to run the society, give back to members through interests paid on savings and retain a portion to grow our long-term capital. It is the mandate of the office of the Treasurer to ensure that the society is financially sustainable by keeping the expenses low and growing the income. Over the past year, we have achieved remarkable progress in revenue and profitability, driven by increased member participation and strategic financial management. The figures below illustrate our performance, showcasing key milestones in our journey toward greater financial strength.

REVENUES



This past year, our total revenue peaked an all time high of **UGX 545** million, this result not only highlights our financial health but also position us for sustained success and future expansion. **27%** of these earnings were from non-interest sources, our commitment to increase this to 50% over the next three years is still on course.

Despite our continued growth strategy and service enhancement we remain committed to prudent financial management without compromising service delivery. Effectively, we successfully maintained stable operational costs over the past year with our operational expense at **UGX 105** compared to UGX 104 in 2023.

Surplus UGX 295,021,460	Benefits paid to members UGX 146,276,039	Net Value UGX 3.5 billion
Relying on our financial management strategies and with support from our members, we have seen a significant growth in our surplus this year recovering from UGX 130 million in 2023 to UGX 290 million . By creating a very critical source of long-term capital, our surplus enhances our ability to invest strategically and improve member benefits.	Our success and growth make no meaning unless they translate into member benefits, this past year we paid out UGX 146 million in dividends and interest on member savings representing 50% of our surplus. We have maintained year-on-year payout rate of 10% on invested shares. This is not just a reward for trust and loyalty but also a contribution to financial wellbeing of our members.	We registered a net growth in value from UGX 2.8 billion in 2023 to UGX 3.5 billion in 2024

SOCIAL SUSTAINABILITY

Our approach to social sustaining is focused on building strong, reliable and resilient social capital. We recognize that to achieve this, we must enhance our membership growth approach by reaching each cluster office of Baylor Foundation Uganda. Using ambassadors, equipped with information and motivated to recruit, we have this past year increased our membership by

 **23%.**

We acknowledge that, to reinforce this gain, we need to craft mechanism to retain members of the SACCO who exit employment with Baylor Uganda, this year, we intentionally offered members who exited employment loans and encouraged them to continue saving with the SACCO.

Transparency: We uphold transparency across all our operations, ensuring fairness, and accountability in service delivery. Our loan committee uses standard procedures to assess all loan applications and provides timely feedback to applicants, maintaining fairness that enhances trust among members fostering our principle of **integrity** and **inclusivity**.



Engagement: We are focused on strengthening engagement with our members, by soliciting feedback on our services and engaging members in product development, we believe that we can design products that speak to the need of our members and foster the future that they aspire to have. This past year, we conducted a member survey, the results from this survey revealed the wish of our members and the future we are challenged to craft for the SACCO. We'll present the results from this survey and the resulting management actions within the second quarter of the year.

Partnerships: To further strengthen our commitment to social sustainability, we have fostered strong partnerships with key stakeholders. Our close collaboration with our host institution, Baylor Foundation Uganda, is anchored on a formal memorandum of understanding, ensuring mutual growth and support. Additionally, our active membership in UCSCU has enhanced industry collaboration, enabling seamless information sharing, networking, and continuous learning to better serve our members.

ENVIRONMENTAL SUSTAINABILITY

"The greatest threat to our planet is the belief that someone else will save it." – Robert Swan.

As a SACCO we recognize that we cannot create sustainability without placing the environment at the core of our operations. To reduce our ecological footprint, we have minimized paper use by transitioning loan applications, savings withdrawal requests, and all formal communications to digital formats.

We also encourage our members to actively participate in environmental preservation, particularly through tree planting initiatives. One such example is the story of Okullo, which stands as a powerful testament to our ongoing commitment to environmental sustainability. This journey not only highlights the importance of our collective efforts but also underscores the positive impact we are making in shaping a greener future.

RISK MANAGEMENT

Risk mitigation remains a core focus to ensure financial stability and operational resilience. We are cognizant that the business environment within which we operate presents risk inherent by the nature of our business and risks created by the design of our operations. We intentionally took to analyse our risks and devised mitigation measures which we inbuilt in our design of service delivery. Below are some of the risks we recognize and plan to mitigate:

Credit Risk: We have consistently enhanced our loan processing procedures to mitigate default risks. This involves a thorough multi-step assessment and approval process, beginning with evaluations by both the accountant and manager, followed by review and approval by the Loans Committee. Final approval is then granted by either the Treasurer, Vice Chairperson, or Chairperson, ensuring thorough oversight at each stage.

Operational risk: This is the probability of loss in value occasioned by failures in internal processes, systems, and external events. The SACCO is a regulated institution and must be compliant to regulatory requirements. We aligned our activities to respond to the requirements and

guidelines of our regulators by so doing, we minimized exposure to operational risks.

We have strengthened our internal controls by implementing a multilayered review and approval process, alongside digitizing our operations to enhance efficiency. Additionally, our Supervisory Committee plays a key role in internal auditing, ensuring accountability, and adherence to regulatory standards.

Market Risk: Our current exposure to market risk is fairly material. We rely largely on employment income of our members from a single employer that relies mostly on US government funded programs. We are





cognizant of this risk, and although not fully covered, we have created alternative income sources to reduce the effect of this reliance, over the past years we have increased our investments in the money market and now we have diversified our services to include fund management. The diversification is intended to hedge against the reliance on a single source of income for the SACCO.

Liquidity risk: We are a financial service provider, and cash is our major asset. We have maintained over **35%** of our assets on highly liquid bases with regulated financial institutions to meet our members' needs as and when they fall due. Taking critical interest into the need to balance liquidity with profitability – we feel comfortable that the SACCO is not exposed to liquidity risks.

GOVERNANCE AND ETHICAL FRAMEWORK FOR SUSTAINABILITY

Board Remunerations: Our Board members are elected as volunteers, they do not get remunerated except for transport refund for physical meetings, data refund for online meeting, and lunch allowance for meetings that extend over lunchtime. We have aligned this with existing regulations and prudent practices of Board management for cooperatives.

Conflict of interest: To maintain trust and transparency in our operations, all our Board Members declare conflict of interest for activities that involve them. We prohibit participation by any member of the team in decisions where a conflict exists. The collective interest of directors in the business of the SACCO is declared in compliance with standards.

Key Result Area	Past Performance		2024 Performance		
	2021	2022	Target	Achieved	%
KRA 1: Membership	-	297	360	358	99%
KRA 2: Share Capital	297,220,198	331,670,198	365,666,392	432,981,307	118%
KRA 3: Savings	1,988,614,808	2,314,134,658	3,060,443,086	2,268,305,111	74%
KRA 4: Loan Portfolio	2,101,631,434	1,551,581,956	1,873,535,212	2,007,742,364	107%
KRA 5: Non-Loan Investments	183,635,846	205,269,443	295,587,997	1,088,364,715	368%
KRA 6: Equity	561,084,779	823,152,241	996,014,212	1,270,048,212	128%

Board Training and Refreshers: All our Board members are subjected to a mandatory training at the time of onboarding and a continued annually refresher training, this past year we held two training events aimed at equipping both members of the Board and the SUPCO members on regulatory compliance, management, and leadership. We appreciate our training partners – Uhuru Institute and UCSCU for their continued support and reliance.

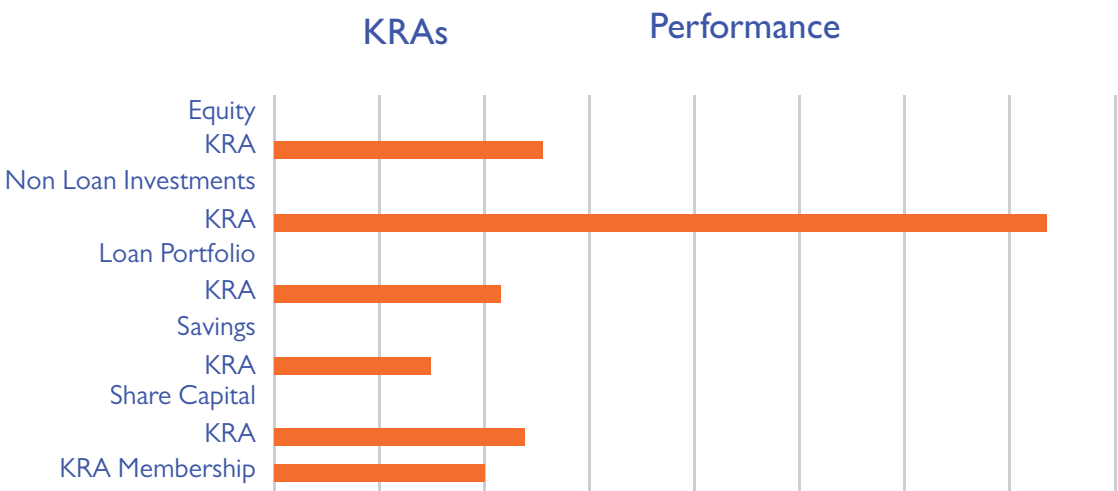
PROGRESS TOWARDS STRATEGIC PLAN

This past year - 2024 marked the second year of implementing the 2023 – 2028 strategic plan. We have made progress towards all KRAs, and we are confident that we are on right path to achieve on all result areas albeit challenges and unpredictable employment condition of members. Below is our performance status as at December 2024:

We note the performance of the target on savings at 74%, we experienced a fairly high savings withdraw late December which lowered the overall savings balance,

we have plans to make recovery of this target and we are positive that the introduction of fixed deposit products, and the improvement in interest rate on these savings will attract more savers and enhance the performance.

Additionally, we celebrate the strong performance in key investment areas, including shares and non-loan investments, all of which exceeded 100% of their targets. We sincerely appreciate our members' trust in the SACCO, as demonstrated by their continued borrowing and investment, which drives our collective financial growth.



OUR COMMITMENT TO THE SDGS

At the heart of our operations, we are aware that our activities have an impact on society and the environment. We intend that our actions are responsive to the need of our members and protect the environment. We have also aligned our sustainability plan with the UN Sustainable Development Goals (SDGs) and include in this report the seven SDGs most relevant to our activities. We'll continue to challenge ourselves to improve our response to SDGS and to align our sustainable approach to SDGS as much as possible. This past year, we took action to combat climate change and its impact through reduced paper use, most of our engagement with members have been digital. Our contribution to financial well-being of members contribute significantly to ending poverty, hunger, promoting good health, and education. We remain gender sensitive and strive to promote decent work environment for our staff.

Alex D. Tekakwo
Treasurer.



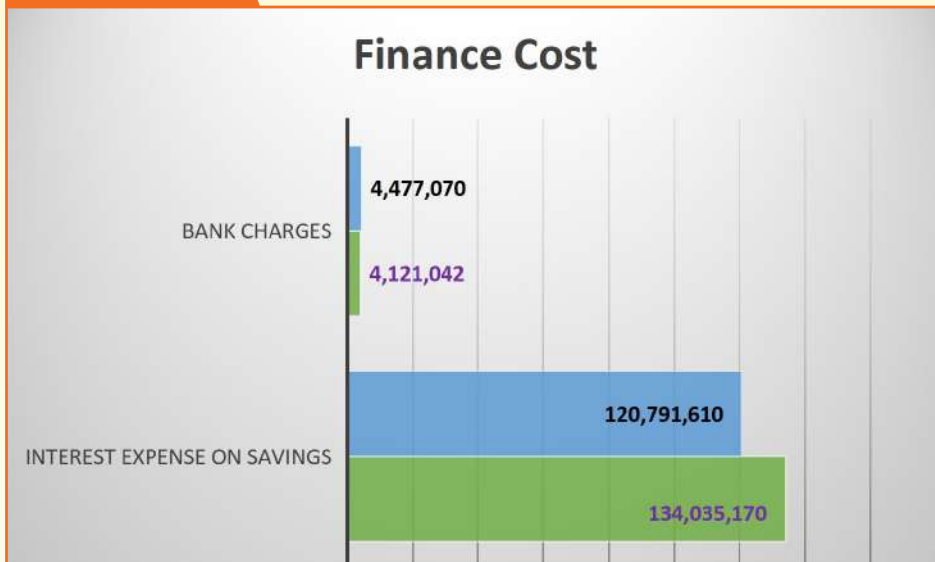
BUDGET PERFORMANCE

THE BASCCO PROPOSED ANNUAL BUDGET FOR FINANCIAL YEAR 2025						
No.	ACTIVITIES	Budget '24	Actual '24	Variance '24	% Variance	Budget '25
1	REVENUE					
	Loan Interest	390,753,323	421,336,541	30,583,218	7%	455,043,464.28
	Investment Interest	89,022,622	104,458,063	15,435,441	15%	116,993,030.56
	Membership fees	644,000	780,000	136,000	17%	500,000
	Transaction Fees	21,137,000	20,150,224	(986,776)	-5%	21,762,242
	Subtotal	501,556,945	546,724,828	45,167,883		594,298,737
2	EXPENSES					
	Interest Expense					
	Interest expense on savings	134,035,170	120,791,610	(13,243,560)	-11%	132,870,771
	Charges	4,121,042	4,477,070	356,028	8%	4,924,777
	Operational & Administrative Expenses					
	Accounting and Audit fees	6,472,250	11,500,000	5,027,750	44%	6,500,000
	Transport and travel	320,000	1,924,200	1,604,200	83%	2,020,410
	Salaries and wages	43,676,450	41,219,198	(2,457,252)	-6%	55,200,000
	10% NSSF employer contribution	4,367,645	4,121,918	(245,727)	-6%	5,520,000
	Advertising and Publicity	1,380,000	3,668,000	2,288,000	62%	4,401,600
	Software and IT Maintenance	525,000	1,900,000	1,375,000	72%	3,500,000
	Telephone expenses	1,200,000	3,116,000	1,916,000	61%	5,000,000
	Depreciation	3,180,750	3,180,750	-	0%	3,180,750
	Amortization	5,418,084	5,418,084	-	0%	5,418,084
	Governance and Compliance					
	Annual General Meeting expenses	17,100,000	24,787,780	7,687,780	31%	25,283,535.60
	Staff and board training expenses	4,000,000	4,702,000	702,000	15%	5,000,000
	Committee and Board meetings	13,920,165	10,420,000	(3,500,165)	-34%	10,941,000
	Consultancy fees	1,725,000	-	(1,725,000)		1,500,000
	Office supplies(Stationery)	1,743,745	275,000	(1,468,745)	-534%	4,000,000
	Regulatory compliance and Capacity Building	2,500,000	2,560,000	60,000	2%	2,500,000
	Subscriptions	3,500,000	-	(3,500,000)	-100%	2,500,001
	Insurance	-	3,600,000	3,600,000	100%	2,500,002
	SUBTOTAL	249,185,301	247,661,610	(5,123,691)	-2%	280,260,929
	Expected Surplus					314,037,808

Revenue Performance

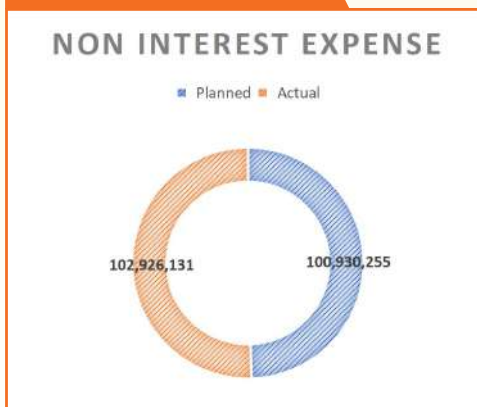


Financial Costs



■ Planned
■ Actual

Non-Interest Expense



Surplus



MEMBER DEVELOPMENT

PLANTING PROSPERITY: A SUSTAINABLE FUTURE THROUGH TREE PLANTING

"Sustainability is the key to our survival on this planet and will also determine success on all levels." — **Shari Arison**

As our portfolio grows, we remain committed to supporting our members in achieving sustainable personal and financial growth. Our focus is on investments that foster both long-term wealth creation and short-term personal development. Through insightful financial advice, quick access to credit, and reliable services, our SACCO has continued to empower members, ensuring their success remains at the heart of our decisions. By designing our products with our members' needs in mind, we strive to provide personalized solutions that create lasting value for all stakeholders.

This past year, we celebrated the inspiring success of Okullo Geoffrey, who has been engaged in tree planting for the past five years with financial support from the SACCO. Starting with an initial investment in 2,000 seedlings, Okello has grown his plantation to over 10,000 trees.

"I used the funds from the SACCO to prepare the land, buy seedlings, and pay wages at each stage of planting. The loan has also been crucial in maintaining the plantation—ensuring timely weeding and fire prevention, especially during the early growth stages. I appreciate the SACCO's support and the easy loan terms, which have given me confidence that my hard work will yield great rewards in the future."

Okullo's story exemplifies the impact of sustainable investments and the role of financial empowerment in transforming lives. As a SACCO, we take pride in being part of such journeys, helping our members grow while contributing positively to the environment and community. We remain committed to environmentally sustainable growth!



AWARDS & RECOGNITION

As we mark our 15th anniversary of growth, resilience, and financial empowerment, we take this opportunity to honor and recognize our most dedicated members whose commitment has significantly contributed to the SACCO's success

TOP SHAREHOLDERS

This year, we proudly acknowledge the **Top 5 Shareholders**, whose continued investment and confidence in the SACCO have strengthened our financial foundation. These are;



Muhairwe Ninsiima:

Who made an impressive 94% increase in his shareholding with us believing in our growth strategy and financial stability.



Dr. Ssenyonjo Leonard

has been consistent in his investments demonstrating discipline in long-term investment strategies.



Mutesi Hajara

who has maintained a consistently significant investment in the SACCO.



Bakanda Celestin:

Who achieved an outstanding 83% growth in his shares over the year demonstrating commitment and believe in the SACCO.



Nanyunja Sarah

reminds us that financial success is a journey of commitment, dedication and a long-term vision.

It's awesome to see a growing appreciation for the value of investing in shares within our SACCO. Notably, following last year's awards, the list of top shareholders has evolved, big congrats to Ninsiima and Bakanda for joining the ranks of our leading investors. Many other members are actively increasing their shareholdings, much as they may not appear in the top five rankings. It's a sign of how we are willing to build solid foundations for our future together.

LONGEST-SERVING ACTIVE MEMBERS

We also proudly celebrate our Longest- Serving Active Members, who have journeyed with the SACCO through different milestones, showing what it means to save, support each other and keep the SACCO family strong. Their loyalty over the years reflects the true spirit of cooperation and the lasting impact of SACCO membership.



Byaruhanga Africanus



Ddungu Julius



Ssemambo Cissy



Maganda Albert



Ganacious Oloya

We extend our heartfelt appreciation to all our members for their continued support. Your commitment remains the driving force behind our achievements, and together, we look forward to even greater success in the years ahead.

Congratulations to all our award recipients



Awards and Recognition



Awards and Recognition



Awards and Recognition



Training of Board Members

Highlights of 2024



14th AGM group photo





Manager Prudence Mucunguzi (right), Accountant Hajara Mutesi (second right), Treasurer Tekakwo Alex (third right), and Vice Chairperson Tendo Fiona at the 2024 FiRe Awards



Members at the 14th AGM



Board and Committee Members Accompanied by Staff from the Ministry of Trade Industry and Cooperatives at the 14th AGM



Members of the Board attending a Board Meeting



Electoral Process at the 14th AGM



**BAYLOR UGANDA STAFF
CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED (BASCO)
REGISTRATION NO:8961/RCS
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

Audited by;
J.B Musisi & Associates
(Certified Public Accountants)
Access Building Room 503,
Plot 241 Rubaga Road,
Next to ORYX Energies Fuel station
P.O. Box 23191 Kampala, Uganda
Tel: + 0700-11-95-28
Mob: + 0772-44-68-30
Email:jbmusisi@yahoo.com
jbmusisi2016@gmail.com

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
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GLOSSARY OF TERMS

BASCO	-Baylor Uganda Staff Cooperative Savings and Credit Society
SACCO	-Savings and Credit Co-operative Society
AGM	-Annual General Meeting
PAYE	-Pay As You Earn
NSSF	-National Social Security Fund
CPA	-Certified Public Accountant
U.shs	-Uganda Shillings
A/c	-Account

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
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SACCO INFORMATION

SACCO Name	Baylor Uganda Staff Co-operative Savings and Credit Society Limited.
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SACCO Address	P.O Box 72052 Kampala-Uganda
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Executive Committee

Name	Position
Ninsiima Muhairwe	Chairperson
Tendo Fiona	Vice Chairperson
Tekakwo Alex	Treasurer
Tumweheire Glorious Enid	Secretary
Nuwagaba Francis	Member
Kakande Micheal	Member
Kyambadde Stephen	Member

Supervisory Committee

Name	Position
Mpagi David FCCA	Chairperson
Katafiire Benjamin	Member
Kiyimba Ronald	Member

Bankers	Centenary Bank Mapeera House, Plot 44-46. Kampala Road & Plot 2 Burton Street. P.O Box 1892. Kampala-Uganda. Tel:0800200555
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Auditors	J.B Musisi & Associates (Certified Public Accountants) Access Building Room 503, Plot 241 Rubaga Road, next to ORYX energies fuel station P.O. Box 23191, Kampala, Uganda Mob:+0772-44-68-30/+0700-11-95-28 Email:jbmusisi@yahoo.com
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BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1.0 Introduction

Baylor Uganda Staff Co-operative Savings and Credit Society Limited on 22nd January, 2025 communicated the appointment of J.B Musisi & Associates (Certified Public Accountants), to audit the financial statements of the Co-operative for the year ended December, 31 2024. We have now completed the audit of the year ended December 31 2024 and hereby submit our report.

1.1 Background of Baylor Uganda Staff Co-operative Savings and Credit Society Limited

The Co-operative was registered on 12th August 2009, in the name of Baylor Uganda Staff Co-operative Savings and Credit Society Limited and received its permanent registration certificate No.8961/RCS, this was fully authorized following the Uganda Co-operative Societies Act CAP.107. The Co-operative is also regulated by its registered By-laws supported by policies and procedures. As a Co-operative, Baylor Uganda Staff Co-operative Savings and Credit Society Limited is owned by its members, who finance, control and benefit from its products and services.

1.2 Co-operative's Mission

-To be a sustainable source of finance for all members of staff of Baylor Uganda Staff Co-operative Savings and Credit Society Limited.

1.3 Co-operative's Core Values

- Integrity
- Transparency
- Togetherness
- Accountability

2.0 AUDIT OBJECTIVES

J.B Musisi & Associates (Certified Public Accountants) a registered firm by the Institute of Certified Public Accountants of Uganda (ICPAU) Reg: No.F084/13 was appointed by the Executive committee of Baylor Uganda Staff Co-operative Savings and Credit Society Limited to carry out the audit of the and Credit Society Limited objectives. The audit of these financial statements covers the year ended December 31, 2024.

2.1 The overall objective of the audit were to:

- a) Carry out the audit of Baylor Uganda Staff Co-operative Savings and Credit Society Limited for the year ended December 31, 2024, in accordance with the International Standards on Auditing and express an opinion on whether the financial statements present fairly in all material respects, revenues received and expenditures incurred.
- b) Check and ascertain the effectiveness of internal controls and compliance to required laws and regulations.

2.2 The specific objectives of the audit were to;

- a) Ascertain whether the financial statements agree with the accounting records.
- b) Ascertain whether the financial statements are in agreement with the Baylor Uganda Staff Co-operative Savings and Credit Society Limited objectives.

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

- c) Verify whether the figures in the financial statements are adequately supported by source documents and that there is a proper filling system.
- d) Examine whether there are adequate procedures in place regarding the recording and preparation of the financial statements.
- e) Evaluate and obtain a sufficient understanding of internal controls related to the specific funds received and assess control risk and identify reportable conditions.
- f) Obtain evidence on whether the Board minutes and new ideals discussed are put into consideration.

2.3 AUDIT APPROACH

We designed our audit approach in accordance with International Standards on Auditing and the terms of reference in order to achieve the audit objectives.

The audit was performed using a risk based audit approach, which requires general planning and identification of areas of audit significance, as well as evaluating risk inherent in significant accounts.

We reviewed the Co-operative's operations to ascertain whether they are geared at the implementation of the intended objectives and whether the execution was in line with the budget and its operating policies.

We performed detailed tests of expenditure incurred by reviewing the evidence supporting documents and confirm whether they are related to the Co-operative activities.

Specifically, carried out the following procedures;

2.3.1 Financial Statements

- a) Verified the financial statements prepared to ascertain whether they agree with the accounting records of the SACCO.
- b) Checked if the financial statements correspond with the Co-operative Budget and the Strategic Plan.
- c) Ascertained and reviewed the Co-operative debtors and confirmed the due balances from members have been disclosed and properly supported.
- d) Carried out substantive tests on the recorded costs to ascertain whether they are supported by third party documents and reports of the activities carried out, payment vouchers dully cancelled signed and stamped paid.
- e) Ascertain whether internal appropriate and approved procedures for authorizing disbursements were adhered to. This was tested by checking requisition forms, payment vouchers and other payment memos to ensure that they were authorized by the responsible people during the year.
- f) Ascertained whether bills have been marked or cross-referenced and attached to the payment vouchers for approval of the authorized Board.
- g) Assessed whether financial transactions were completely and adequately recorded in the books of accounts.

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
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2.3.2 Internal Control Structure

- a) Reviewed and evaluated the Co-operative's internal control structure to assess the system of control in place regarding funds handling and administration.
- b) Reviewed bank accounts and the control over those bank accounts.
- c) Ascertained whether there was any Co-operation agreement in place or whether the execution of the Co-operative's activities were in compliance with the budget.
- d) Verified whether the records in the financial statements were adequately supported by source documents and that there was a proper filing system in place.
- e) Obtained sufficient understanding of the design of relevant control policies and procedures and evaluated whether those policies and procedures had been placed in operation.
- f) Evaluated the control environment, the adequacy of accounting systems and control procedures.

2.4 AUDIT SCOPE

The audit undertaken involved a review of the Co-operative income and expenditure as per the approved budget and other related activities. The audit of the financial statements was done for the year ended December 31, 2024.

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

EXECUTIVE COMMITTEE REPORT

The Executive Committee of Baylor Uganda Staff Co-operative Savings and Credit Society Limited submitted their report of financial statements for the year ended 31 December 2024 which disclose the statement of affairs of the Baylor Uganda Staff Co-operative Savings and Credit Society Limited in accordance with section 26 of the Co-operative Societies Act CAP 107.

SACCO's Principal Activities

-The principal activity of the Co-operative is to provide its members with saving deposits and loan services earning competitive rates of interest and minimising financial risk of such savings.

-Members pool resources by making savings and investing in shares. The society provides short and medium term loans to its members for self economic development. In addition, the Board members invest the pooled resources in viable investments to maximise returns on investment (ROI) for members.

Results

The results of the Co-operative for the year ended 31 December 2024 are shown in the statement of comprehensive income on page 12.

Financial Analysis

Surplus for the year ended 31st December 2024 increased by 79%

Net Assets for the year ended 31st December 2024 increased by 28%

Current /Liquidity Ratio (Recommended is 1:1) increased from 1.53:1 for the financial year ended 31st December 2023 to 1.54:1 for the year ended 31st December 2024.

Executive Committee Members

The names of board members who held office to the date of this report are shown on page 3.

Supervisory Committee Members

The names of members of the Supervisory Committee who held office to the date of this report are also shown on page 3.

Auditors

J.B. Musisi & Associates (Certified Public Accountants) were appointed in office and they have expressed their willingness to stay in office in accordance with section 79 of the Co-operative Societies Act CAP 107.

The financial statements were approved at a meeting of the Board held on 03/20/2025
by and on behalf of the members:



Chairperson



Treasurer



Secretary

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
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STATEMENT OF BOARD'S RESPONSIBILITIES

The Co-operative Societies Act CAP 107 requires those charged with governance to prepare the financial statements for each financial year which give a true and fair view of the state of affairs of the Co-operative as at the end of the financial period and of its receipts and payments for that year. The Board is also required to ensure that the Co-operative keeps proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the Co-operative. They are also responsible for safeguarding the assets of the Co-operative.

The Board accepts responsibility for the annual financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with the guidelines of Baylor Uganda Staff Co-operative Savings and Credit Society Limited. The Board is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Co-operative and of its operating results. The Board/Executive committee further accepts responsibility for the maintenance of accounting records which may be relied upon in the preparation of financial report, as well as adequate systems of internal financial control.

The Board has made an assessment of the Co-operative's ability to continue as a going concern and there is no reason to believe that the Co-operative will not be a going concern for at least the next financial year.

Signed on behalf of the Board by:



Chairperson



Treasurer



Secretary

Date: 03/20/2025

03/20/2025

03/20/2025

INDEPENDENT AUDITOR'S REPORT TO MEMBERS OF BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED

Opinion

We have audited the accompanying financial statements of Baylor Uganda Staff Co-operative Savings and Credit Society Limited set out on pages 12 to 21, which comprise the Statement of Financial position as at 31st December, 2024, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Baylor Uganda Staff Co-operative Savings and Credit Society Limited as at December 31, 2024, and its comprehensive income and its cash flows for the year then ended in accordance with IFRS Accounting Standards and the requirements of the Co-operative Societies' Act (CAP.107)

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Audit of the Financial Statement section of our report. We are independent of the organization in accordance with the International Ethics Standards Board for Accountants' Code of ethics for professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Uganda, and we have fulfilled our other ethical responsibilities in accordance with these requirements and IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key Audit Matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. Those matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

There were no Key Audit Matters to report on.

Responsibilities of Board and those charged with governance for Financial Statements

The Board/Executive committee is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS Accounting Standards for Cooperative Societies, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Co-operative's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the board either intend to liquidate the Co-operative or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Co-operative's financial reporting process.

Auditor's Responsibility for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the co-operative's internal control.

Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.

Conclude on the appropriateness of Board's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Co-operative's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.

Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the co-operative to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

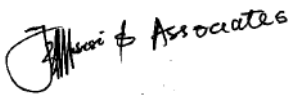
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal requirements

1. We have obtained all information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit.
2. In our opinion, proper books of account have been kept by the Co-operative so as to appear from our examination of the books of account and;
3. The Co-operative's statement of Financial Position and statement of Comprehensive income are in agreement with the books of account.

4. In our opinion the business administration of the Society has been conducted efficiently, in accordance with cooperative principles and the auditing and accounting provisions of the Cooperative Societies Act; and in accordance with the society by-laws and any other decisions made by the Annual General Meeting.

The Engagement partner responsible for the audit resulting in this independent auditor's report is CPA Bosco Musisi who holds practice certificate number. P0151.



J.B Musisi & Associates
(Certified Public Accountants)



CPA.Bosco Musisi
Engagement Partner



BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF COMPREHENSIVE INCOME

	NOTES	2024 U.shs	2023 U.shs
INCOME			
Interest income	12.0	421,336,541	257,176,803
Interest expense	13.0	(125,268,680)	(120,135,837)
Net interest income		296,067,861	137,040,966

Other Income

Fees and commissions income	14.0	125,388,287	132,475,231
Provision for doubtful debts	15.0	(4,041,758)	(403,538)
Net income after provision		121,346,529	269,112,659

EXPENDITURE

Non-Interest expenses	16.0	(122,392,930)	(104,372,343)
Total Expenditure		(122,392,930)	(104,372,343)

Surplus before tax 295,021,460 164,740,316

Statutory Appropriations

Statutory reserve fund (10%)		(29,502,146)	(16,474,032)
Share transfer fund (5%)		(21,649,065)	(8,237,016)
Development revolving fund (5%)		(14,751,073)	(8,237,016)
National Co-operative education fund (1%)		(2,950,215)	(1,647,403)
Total		(68,852,499)	(34,595,466)

Surplus after Appropriations 226,168,961 130,144,849

The statement of comprehensive income is to be read in conjunction with the notes forming part of the financial statements set out on pages 16 to 24 and the report of the independent auditor's on page 9-11

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF FINANCIAL POSITION	NOTES	2024 U.shs	2023 U.shs
ASSETS			
Current Assets			
Cash and cash equivalents	3.0	158,278,367	222,278,824
Loans and advances	4.0	2,007,742,364	1,591,532,244
Trade and other receivables	5.0	305,660,243	209,822,945
Short term investments	6.0	1,088,364,715	824,601,751
Total Current Assets		3,560,045,689	2,848,235,764
Non-current Assets			
Property Plant and Equipment	2.1	6,984,625	4,953,375
Intangible assets	2.2	10,852,438	308,122
Total Non Current Assets		17,837,063	5,261,497
TOTAL ASSETS		<u>3,577,882,752</u>	<u>2,853,497,261</u>
EQUITY AND LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	7.0	39,528,904	44,145,702
Members' savings	8.0	2,268,305,111	1,816,086,207
Total Current Liabilities		2,307,834,015	1,860,231,909
EQUITY			
Share Capital	9.0	432,981,307	398,204,167
Retained Earnings	10.0	609,225,107	436,070,831
Non-distributable reserves	11.0	227,842,326	158,990,354
Total Equity		1,270,048,740	993,265,352
TOTAL EQUITY AND LIABILITIES		<u>3,577,882,752</u>	<u>2,853,497,261</u>

The financial statements set out on pages 12 to 15 were approved by the Board on
03/20/2025..... and signed on its behalf by:



Chairperson



Treasurer



Secretary

The statement of financial position is to be read in conjunction with the notes forming part of the
 financial statements set out on pages 16 to 24

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF CHANGES IN EQUITY

	Share Capital	Statutory Reserve Fund	Share Transfer Fund	Development Revolving Fund	Education Fund	Retained Earnings	Total
	U.shs	U.shs	U.shs	U.shs	U.shs	U.shs	U.shs
As at 1 January, 2023	331,670,198	45,729,032	38,815,296	29,509,660	10,340,373	367,087,155	823,151,714
Prior year adjustments						(504,102)	(504,102)
Board incentives						(27,753,963)	(27,753,963)
New shares issued	66,533,969						66,533,969
Dividends paid						(32,903,109)	(32,903,109)
Surplus for the year						164,740,316	164,740,316
Statutory reserve fund		16,474,032				(16,474,032)	-
Share transfer fund			8,237,016			(8,237,016)	-
Development revolving fund				8,237,016		(8,237,016)	-
Education fund					1,647,403	(1,647,403)	-
As at 31 December, 2023	398,204,167	62,203,064	47,052,312	37,746,676	11,987,776	436,070,831	993,264,825
As at 1 January, 2024	398,204,167	62,203,064	47,052,312	37,746,676	11,987,776	436,070,831	993,264,825
Prior year adjustments						528	528
Board incentives						(13,179,224)	(13,179,224)
New shares issued	34,777,140						34,777,140
Dividends paid for 2022						(39,835,989)	(39,835,989)
Surplus for the year						295,021,460	295,021,460
Statutory reserve fund		29,502,146				(29,502,146)	-
Share transfer fund			21,649,065			(21,649,065)	-
Development revolving fund				14,751,073		(14,751,073)	-
Education fund					2,950,215	(2,950,215)	-
As at 31 December, 2024	432,981,307	91,705,210	68,701,377	52,497,749	14,937,991	609,225,107	1,270,048,740

The statement of changes in equity is to be read in conjunction with the notes forming part of the financial statements set out on pages 16 to 24 and the report of the independent auditor's-Page 9-11

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

STATEMENT OF CASHFLOWS

	NOTE	2024 U.shs	2023 U.shs
CASH FLOW FROM OPERATING ACTIVITIES			
Surplus before tax		295,021,460	164,740,316
Depreciation	2.1	3,180,750	789,198
Amortization	2.2	5,418,084	153,830
Provision for impairment	15.0	4,041,758	403,538
Prior year adjustment		-	(504,102)
Cash generated before working capital changes		307,662,052	165,582,780

MOVEMENT IN WORKING CAPITAL

Increase/Decrease in loans and advances		(420,251,878)	(40,353,826)
Increase/Decrease in other receivables		(95,837,298)	322,504,791
Increase/Decrease in members' savings		452,218,904	(498,048,451)
Increase/Decrease in accounts payable		(4,616,798)	(31,363,795)
Net cash used in operating activities		(68,487,070)	(247,261,281)
Net cash outflows from operating activities		239,174,982	(81,678,501)

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of non-current assets	2.1	(21,174,400)	(5,661,000)
Net cash used in investing activities		(21,174,400)	(5,661,000)

CASH FLOWS FROM FINANCING ACTIVITIES

Share capital issued and paid up		34,777,140	66,533,969
Board incentives paid		(13,179,224)	(27,753,963)
Dividend paid out		(39,835,989)	(32,903,109)
Short term investment		(263,762,964)	(619,332,308)
Net cash generated from financing activities		(282,001,037)	(613,455,411)
Net Decrease in cash and cash equivalents		(64,000,455)	(700,794,912)

MOVEMENTS IN CASH AND CASH EQUIVALENTS

Cash and cash equivalents as at 1 January		222,278,824	923,073,736
Cash and cash equivalents as at 31 December	3.0	158,278,367	222,278,824

The statement of cash flow is to be read in conjunction with the notes forming part of the financial statements set out on pages 16 to 24 and the report of the independent auditor's-Page 9-11

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

NOTES TO THE FINANCIAL STATEMENTS

1.0 LEGAL STATUS

Baylor Uganda Staff Co-operative Savings and Credit Society Limited is registered under the laws of Uganda mainly the, Co-operative Societies Act CAP 107, it mobilizes shares, savings from members and also issues out short term and long term loans from which it charges interest.

1.1 ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below:-

(a) Basis of preparation

The financial statements of Baylor Uganda Staff Co-operative Savings and Credit Society Limited have been prepared in accordance with the IFRS Accounting Standards and the requirements of the Co-operative Societies' Act (CAP 107). The financial statements are prepared under the historical cost basis of accounting.

(b) Interest income, Fees and other income

Interest income, fees and other income are generally recognized on cash basis, when the financial service has been provided by the Co-operative.

(c) Loan and advances

Loan and advances are carried at original amount without Lessing provision for impairment losses. A provision for impairment of loans is established when there is objective evidence that the Co-operative will not be able to collect all amounts due according to the original terms of the loan. The amount of the provisions is the difference between the carrying amount and the recoverable amount.

(d) Cash and cash equivalents

Cash and cash equivalents include cash at hand, deposits held at call with banks, other short term highly liquid investments with original maturities, cash and amounts due from other banks.

(e) Plant, Property and Equipment

All Plant, Property and Equipment are stated at historical cost less depreciation. Depreciation is recognized in the statement of comprehensive income on reducing balance basis over the estimated useful lives of each part of an item of Plant, Property and Equipment since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. The annual rates used for this purpose are:-

Computers & Accessories.....25%

(f) Intangible Assets

All Intangible assets are stated at historical cost less amortization. Amortization is recognized in the statement of comprehensive income on reducing balance basis over the estimated useful life of the asset.

Software.....33.33%

(g) Loan loss provision

The Co-operative's Finance and Accounting Manual section 6.10.2(General Impairment) states that the loan loss provision is based on the outstanding balance rate and is computed as 1% of the principal loan balance as at year end.

(i) Institutional Statutory Reserve

The reserves are created in compliance with the Co-operative Societies Act (CAP 107), as given below:-

- Statutory Reserves Fund

As required by Article 56 of the co-operative society Bylaws. This is 10% of the net gains/surplus funds of the Co-operative. The Statutory reserves is indivisible and no member is entitled to any claim over it. It will be applied only on dissolution of the Co-operative, purposely to discharge outstanding liabilities and repayment of capital to members.

- Statutory Share Transfer Fund

This is calculated on 5% of the paid up share capital of the Co-operative. This fund is used to pay members wishing to leave the Co-operative, when other members are not willing to buy such shares.

- Contribution to Education Fund

As required by section 54 of the Co-operative Societies Act CAP 107, there shall be a National Co-operative Education Fund to which every registered co-operative society shall contribute 1% per year of its net surplus.

- Supervisory Funds

These are funds allocated from surplus income for settlement of inspection charges by the department of co-operatives in Ministry of Trade, Tourism and co-operatives.

(j) Dividends to members

Section 51 of the co-operative act states that the registered society shall not pay a dividend or bonus or distribute any part of its accumulated funds with a prior written consent of the registrar and the written acknowledgement of the registrar that a balance sheet has been lodged with him or her disclosing the surplus funds out of which the dividend, bonus or distribution is to be made.

(k) Taxation

The Co-operative as an association of members for the purpose of majorly promoting economical activities, and with the objective to promote access to affordable credit from SACCOs which ultimately drives economic growth incomes for Co-operative is tax exempt effective 1/07/2017 to 30/06/2027. However other taxes are charged as per the Income tax act.

(l) Effect of exchange rate fluctuations IAS 21

During the year ended 31st December the Co-operative's transactions were not affected by the exchange rate fluctuations. The functional currency for 2024 was Ugandan Shillings (U.shs).

(m) Related party transactions

A related party transaction is a transfer of resources, services or obligations between the reporting entity and related party, regardless of whether a price is charged or not. Out of the loans disbursed Shs.82,948,472 relates to loans borrowed by the management committee.

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2.0 SACCO ASSETS

2.1 Property Plant and Equipment

	Computer & Accessories	Total
Depreciation rate	25%	
COST		
	U.shs	U.shs
As at January 1, 2024	7,511,000	7,511,000
Additions	5,212,000	5,212,000
As at December 31, 2024	12,723,000	12,723,000
DEPRECIATION		
As at January 1, 2024	2,557,625	2,557,625
Charge for the year	3,180,750	3,180,750
As at December 31, 2024	5,738,375	5,738,375
CARRYING AMOUNT		
As at December 31, 2024	6,984,625	6,984,625

COST		
As at January 1, 2023	1,850,000	1,850,000
Additions	5,661,000	5,661,000
As at December 31, 2023	7,511,000	7,511,000
DEPRECIATION		
As at January 1, 2023	1,768,427	1,768,427
Charge for the year	789,198	789,198
As at December 31, 2023	2,557,625	2,557,625
CARRYING AMOUNT		
As at December 31, 2023	4,953,375	4,953,375

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

NOTES TO THE FINANCIAL STATEMENTS (Continued)

2.2 Intangible Asset

Computer Software	2024	2023
	U.shs	U.shs
COST	33.3%	33.3%
As at January 1,	4,380,000	4,380,000
Additions	15,962,400	-
As at December 31,	20,342,400	4,380,000

AMORTIZATION		
As at January 1,	4,071,878	3,918,048
Charge for the year	5,418,084	153,830
As at December 31,	9,489,962	4,071,878

CARRYING AMOUNT		
As at December 31,	10,852,438	308,122

3.0 Cash and Cash Equivalents

Cash at Hand	-	-
Centenary bank-Savings A/c:	158,278,367	222,278,824
Total	158,278,367	222,278,824

4.0 Loans and advances

Loans to members	2,027,860,205	1,607,608,327
Provision for impairment of loans	(20,117,841)	(16,076,083)
Total	2,007,742,364	1,591,532,244

5.0 Trade and Other Receivables

Debtors-Baylor College of Medicine	305,660,243	209,822,945
Total	305,660,243	209,822,945

6.0 Short term Investments

UAP Investment		
UAP call account balance	9,576,021	79,581,962
Total	9,576,021	79,581,962

Sanlam Investments		
Sanlam Investments	1,078,788,694	745,019,789
Total	1,078,788,694	824,601,751

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

NOTES TO THE FINANCIAL STATEMENTS (Continued)

	2024 U.shs	2023 U.shs
7.0 Trade and Other payables		
Audit fees payable(Provision)	5,000,000	5,000,000
Education fund-UCSCU	622,855	622,855
Withholding tax on interest	-	19,496,807
Unknown deposits	20,831,996	14,275,000
PAYE Payable	838,658	796,646
NSSF Payable	375,395	354,394
Insurance Payable	7,200,000	3,600,000
Baylor Uganda Welfare Fund	4,660,000	-
Total	39,528,904	44,145,702
8.0 Members' savings		
Members' saving deposits	2,268,305,111	1,816,086,207
Total	2,268,305,111	1,816,086,207
9.0 Share capital		
Fully paid up shares	398,204,167	398,204,167
Additions during the year	34,777,140	-
Total	432,981,307	398,204,167
10.0 Retained earnings as at 31st.December		
Board incentives	(13,179,224)	-
Dividends paid for 2022	(39,835,989)	-
Surplus for the year	295,021,460	-
Prior year adjustments	528	-
Non-Distributable reserves	(68,852,499)	-
Total	609,225,107	436,070,831
11.0 Non-Distributable reserves		
Statutory reserve fund	91,705,210	62,203,064
Share transfer fund	68,701,377	47,052,312
Development fund	52,497,749	37,746,676
Education fund	14,937,991	11,987,776
Total	227,842,326	158,990,354

BAYLOR UGANDA STAFF CO-OPERATIVE SAVINGS AND CREDIT SOCIETY LIMITED
INDEPENDENT AUDITOR'S REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
NOTES TO THE FINANCIAL STATEMENTS (Continued)

	2024 U.shs	2023 U.shs
12.0 Interest income		
Interest income on loans	421,336,541	257,176,803
Total	421,336,541	257,176,803
13.0 Interest expense		
Interest expense on savings	120,791,610	116,552,322
Bank charges on interest expenses	4,477,070	3,583,515
Total	125,268,680	120,135,837
14.0 Fees and commission income		
Member entrance fees	780,000	560,000
Loan application fees & Withdraw charges	20,150,224	18,380,000
Other Income	104,458,063	113,535,231
Total	125,388,287	132,475,231
15.0 Increase(Decrease) in loan loss provision		
Brought forward balance	16,076,083	15,672,545
Current year provision	4,041,758	403,538
Total	20,117,841	16,076,083
16.0 Non-Interest expenses		
Accounting services	1,500,000	2,400,000
Audit fees	5,000,000	5,000,000
Audit fees for 2024 (Provision)	5,000,000	-
Transport and travel	1,924,200	120,000
Salaries and wages	41,219,198	31,802,921
10% NSSF employer contribution	4,121,918	3,180,294
Staff training expenses	4,702,000	2,697,000
Welfare	200,000	-
Telephone expenses	3,116,000	950,000
12th AGM expenses	-	16,631,500
13th AGM expenses	-	18,474,000
14th AGM expenses	24,787,780	-
Board expenses	6,170,000	-
Committee meetings	4,250,000	13,257,300
Maintenance expenses	1,900,000	500,000
Consultancy fees	-	1,500,000
Printing and stationery	275,000	1,516,300
Insurance	3,600,000	3,600,000
Advertising and publicity	3,468,000	1,200,000
Registration and subscription	2,560,000	600,000
Depreciation	3,180,750	789,198
Amortization	5,418,084	153,830
Total	122,392,930	104,372,343

Contact Information:

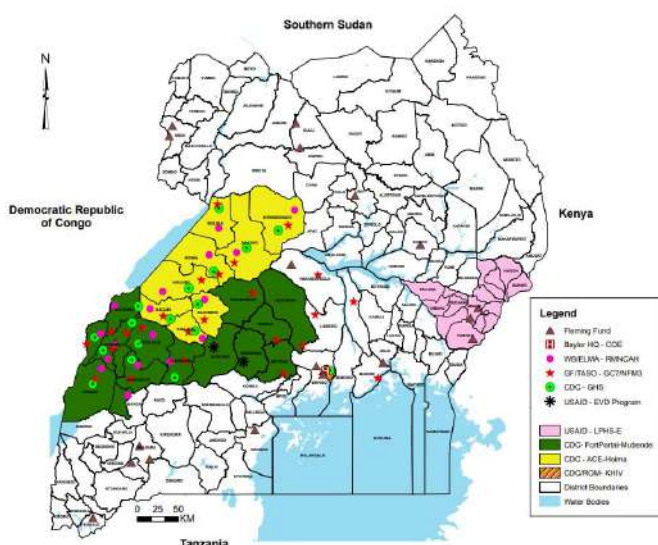
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BAYLOR COLLEGE OF MEDICINE CHILDREN'S FOUNDATION - UGANDA



Baylor College of Medicine Children's Foundation (Baylor Foundation Uganda) is a leading provider of integrated, high-quality, and comprehensive HIV, tuberculosis (TB), reproductive maternal, neonatal, child, and adolescent health (RMNCAH), research, health systems strengthening, and global health security services. Established in 2006 as an indigenous, not-for-profit organization, Baylor Foundation Uganda aims to provide high-quality family-centered health care, education and research to reduce morbidity and mortality from infectious and non-communicable diseases and maternal and childhood conditions.

WHERE WE OPERATE: Baylor Foundation Uganda operates in 44 districts and 11 cities in Uganda, working in collaboration with multiple development partners to support a range of projects in the areas of HIV & TB, RMNCAH, and global health security.



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