

## VOLUNTEER REPORT FORMAT

*To be submitted to CRS at the end of volunteer assignment and shared with the Host*

### 1.1 Assignment information

- a) Volunteer Name: Joseph Mc Fadden
- b) State of Origin: New Jersey
- c) Host Organization: Moshi District Council – Jiamini Group – Mandaka Mnono Village
- d) Assignment: Farming as business
- e) Dates of Assignment: January 2 –January 13, 2017
- f) Number of days worked: Eleven

#### 1.2.1 Objective 1 in your SOW

Provide technical support in Farming as a Business

##### a) Progress with the objective

A discussion was held concerning all of the requirements for farming, or any type of operation, to be treated as a business. In addition, the specifics of what is required were covered in all of the essential areas, record keeping, etc. and are discussed below in the other Objectives of the assignment

##### b) Expected impacts/results

The farmers now understand the requirements for treating their farming as a business and implementation of the recommendations discussed below should enable them to better understand and manage their farming operations and eventually help to improve their profits.

##### c) Recommendations<sup>1</sup>

The recommendations specific to the individual steps necessary to treat farming as a business are discussed in the Objectives below.

#### 1.2.2 Objective 2 in your SOW

Provide technical support in Basic Farm Record Keeping

##### a) Progress with the objective

This objective was achieved through a discussion, including types and purpose, and demonstration, of farm records (production efficiency and profitability of individual products) and total business records, used for preparing a total business Income Statement.

##### b) Expected impacts/results

Understanding and use of records, which is a key element for any business, will provide the farmers with information necessary to better manage their business and make decisions based on info regarding product production efficiencies and profitability and total business profitability.

##### c) Recommendations

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<sup>1</sup> **Note:** Only make not more than 6 recommendations. The most useful recommendations for hosts are ones that they can implement themselves with minimal expense. For example, a cooperative might change its financial reporting procedures or hold more regular meetings of its board. Broad recommendations on tax or credit reform, changes in government policy, or investment in large-scale equipment, are usually not within the host organization's reach.

### (1) Farm Records

Farmers should begin preparing the following types of records for individual products, at least for major products:

- Production Efficiency – Units Produced, Area Used for Production and Yield
- Profitability – Units and TZS Sold and Product Costs which requires units for each Input used in production in order to determine Input cost

Other farm records which should be maintained include:

- Labor Record – Shows time, amount paid and products worked for each paid laborer
- Farm Calendar – A planning document showing months of the coming year and month of the year in which each farm activity occurs, such as preparing fields, purchase and use of inputs, purchase and use of chemicals, harvesting and sale. A farm calendar can also provide some indication of cash flow activity during the coming year.

### (2) Other/Total Business Records

Farmers should also maintain records to capture total business activity.

The required two records for this purpose are:

- Cash Payments Record – Shows date, payee and amount of cash paid and the purpose of payment, for inputs, labor, transportation or other types of payments
- Cash Receipts Record – Shows date, payor and amount of cash received and the type of receipt, for sale of products with amount and description for each product and any other type of receipts.

Maintaining these two records follow the “double entry” accounting rule whereby every transaction is recorded in two places. For purchases, the record shows amount of cash paid and also the purpose of payment. For receipts, the record shows the amount of cash received and also the type of receipt.

In order to maintain these two records every transaction must be supported by a document/piece of paper showing details of the transaction. This document is used for making an entry in the Cash Payments or Cash Receipts record.

### (3) Financial Statements

The amounts for all transactions recorded in the Cash Payments Record and the Cash Receipts Record are periodically summarized and the totals for each type of transaction are used for preparing an Income Statement for the total farm business for a period of time. The Income Statement should be prepared at least once a year and the twelve month reporting period for the Host should include the complete farming cycle, from planting to sale. It was agreed that the appropriate year for the Host should be January 1 to December 31.

A Balance Sheet, showing financial position, Assets, Liabilities/Obligations and Equity, the difference between Assets and Liabilities, at a point in time, was also discussed and demonstrated in the training. Although not as important as an Income Statement, it is prepared at least once a year by most businesses and is sometimes required by financial institutions for obtaining a loan.

Farmers should attempt to prepare a Balance Sheet using their best estimate of the value of their fixed assets, land, buildings and equipment.

### 1.2.3 Objective 3

Provide technical support in Cost Benefit Analysis

#### (a) Progress with the objective

The importance of a cost benefit analysis (sales and expenses) of products currently produced in the form of a Product Gross Profit Analysis and the analysis required before making any significant change in the business were discussed and demonstrated. The farmers now understand the need and process for preparing such an analysis.

#### (b) Expected impacts/results

Understanding the purpose and method for preparing a cost benefit analysis for products currently produced and also for any changes in the business should enable farmers to make more informed decisions regarding what products and quantities to produce and whether to make any changes to their existing business.

#### c) Recommendations

##### (4) Cost Benefit Analysis

Farmers should begin preparing a Gross Profit analysis comparing the results for two or three of their major products. Product Gross Profit is derived by deducting the Variable costs from the sales value of the product produced. The variable costs include the costs which vary, up or down, with the volume of production. This includes inputs, transportation, labor, including the owner's time which is considered for this analysis. Fixed costs, not included in calculating product gross profit, are costs that remain constant and do not vary with the volume of production and include rental expense and depreciation/annual loss of value of fixed assets.

The amount of gross profit or loss and Gross Profit percentage (gross profit divided by sales ) are very good indicators of the profitability of each product and can be used for decision making regarding ways to produce and sell higher profit products and ways to possibly increase prices or reduce costs for low profit or loss products.

Also, farmers should prepare a cost benefit analysis, in writing, projecting the estimated benefits and costs of making a significant change in their business to help them make the right decision before making the change. Such changes include changing the mix of products produced, expansion, purchasing land or equipment or changing the type of customers (discussed further in recommendation # 6, Marketing Concepts.)

## (5) Planning

Training included discussion of two types of Plans:

Annual Plan or Budget - provides goals for production and sales for the next year

Business Plan – a longer term, two or three years, with broader goals and objectives

The emphasis for the farmers should be on doing some planning, in writing, for the next year. This, however, is difficult to do very effectively since it is hard to plan for the next year if there is no information available for the current year because of no records.

Farmers should, however, attempt to do some planning for the coming farm seasons in 2017 which would include:

- Setting goals
- Projecting products, quantities and prices, or a range of prices, to be sold
- Projecting Costs based on planned production
- Need for, and funds required, for acquiring new assets
- Projecting cash flows, by quarter, for the coming twelve months

A Cash Flow Projection is particularly important because of the cyclical nature and uncertainties of farming, and a projection can provide an indicator of the need for some financing in the coming months. An example of a Cash Flow Projection was presented in class.

### 1.2.4 Objective 4

Provide technical support in Marketing Concepts, including Building Relationships with Large Processors

#### (a) Progress with the objective

The objective was met through discussion of basic marketing concepts including establishing a marketing strategy, particularly in the type of customers to serve, direct/retail, indirect/wholesale or a combination of both. Also, suggestions regarding ways of strengthening relationships with large processors were discussed.

#### (b) Expected Impact/Results

Developing a marketing strategy which will require research and discussion regarding type of customers, products and quality required to meet customer needs, pricing and types of promotions and advertising should help farmers to be in a better position for promoting and sale of their products.

Establishing more contacts and communication with large processors should provide more opportunities for sales to processors.

## © Recommendations

### (6) Marketing Concepts & Building Relationships with Large Processors

Host personnel should do the necessary research and study to enable them to develop a marketing strategy which includes:

- Consider the positives and negatives of type of customers to serve – Direct/Retail, Indirect/Wholesale or a combination of both Direct and Indirect
- Make decision as to types of customers to whom to sell
- Consider availability, production costs and quality of products needed to meet customer demands.
- Prices, or range of prices, needed to cover costs
- Type of promotions, advertising or interaction with customers necessary for promoting product sales

If Strategy includes Indirect Sales, to Processors, Host should take proactive steps to communicate with potential processor customers regarding Hosts' available products, including a write-up/brochure of history/description of the Jiamini Group, its products and its interest in selling to processors.

Problems with the current processor customer, Frigoken, should not deter Hosts' efforts to obtain contracts with other processors. However, Host should ensure that contract terms are fully understood and meet its needs, possibly by having professional help in preparing and/or reviewing the contract.

### 1.3 Recommended future volunteer assignment

### 1.4 Action Plan

Recommendation	Specific Action	Responsible person	By when
1.Farm Records	For major products: Productivity-Units, Area, Yields Profitability- Sales & Costs Labor- Payments, Products Calendar, Farm Activities	Trained Farmers	Productivity, Labor & Calendar Feb 15, 2017 Profitability-need records first, June 30,,2017
2 Other/Total Business Records	Cash Receipts Record Cash Payments Record Documentation-All transactions	Trained Farmers	Cash Records-ASAP but no later 1/2/2017 Documentation-Now
3.Financial Statements	Prepare Income Stat Practice preparing Bal Sheet	Trained Farmers	Income Stat – Preliminary/Practice

			30/6/2017-Final, Year ended 31/12/17 BalSheet- Ongoing
4. Cost Benefit Analysis	Gross Profit Analysis, major products Analysis, possible change in business	Trained Farmers	GP Analysis-need data/records Preliminary 30/6/17 Final 31/12/17 Possible change in business-Ongoing
5. Planning	Attempt some basic planning, in writing for 2017- (difficult, without 2016 actual data) Prepare Cash Flow Projection, next 12 months	Trained Farmers	Some basic plans for 2017 by 31/3/17 Cash Flow Projection by 28/2/17
6. Marketing Concepts & Building Relationships with Large Processors	- Do research, study and discussion necessary to establish the Group's Marketing Strategy - Obtain names of, and communicate with, Processors re available products and interest in selling to them	Trained Farmers under direction of Leaders	-Establish Marketing Strategy by 15/3/2017 -Begin contacting Processors by 15/3/17

#### 1.5 Number of people Assisted

- Through formal training (Classroom setup)
- Through direct hands on practical assistance (Do not double count)
- Out of these above, number of host staffs
- Training/assistance by field

Category	Total	Males	Females
Members/ owners	30	16	14
Employees			
Clients/ Suppliers			
Family Members			
Total	30	16	14

#### 1.6 Gender

- What gender roles did you recognize in your host community? Did these roles play a part in your assignment? How?

I noticed many women farmers in the community which had no impact on assignment

- b) How might CRS or the host organization improve opportunities for the women in this host or host community?

By encouraging farm organizations to have more women in management positions

1.6 Value of volunteer contribution in \$

- a. Hours volunteer spent preparing for assignment -Twenty  
b. Estimated value of all material contributions volunteer contributed to host during assignment -None

1.7 Value of hosts' contribution in \$ (Please consult the host as well)

- a) Meals  
b) Transportation  
c) Lodging  
d) Translation  
e) Other (Specify)

1.8 Host Profile Data:

Did you obtain any data that supplements or corrects the data in the existing host information as detailed in the SOW? Please list it.

The Scope of Work indicated that the Host had a financial advantage compared to other groups in rural Moshi area due to their partnership with Frigoken which was probably so when the SOW was prepared. But that advantage and relationship with Frigoken has significantly deteriorated since that time.

1.9 Recommendations for CRS:

Training was scheduled for nine days over two week period.

Attendance, four days of first week was good.

Second week, attendance was very inconsistent. First day, no training due to separate group meeting for all local farmers, second day, no training as only three people showed, five people, on third day and last two days, good attendance but was first time in attendance for several trainees.

Concern and possible need for some revisions:

- Two week period for this type of training for relatively large group of same farmers may be too long a period to expect attendance at most sessions because of other farmer commitments, farming and other farmer meetings
- May need stronger commitment from management/leaders re days, time and attendance and/or Agreement on a more realistic, achievable training schedule
- Type of subjects and training method being used may need some revision







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1.10 Press Release

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**FOR IMMEDIATE RELEASE**

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## **[US City] Farmer [Researcher, etc] Works with Counterparts in [Country]**

### **Farmer-to-Farmer program promotes economic growth and agricultural development in East Africa**

**[DATELINE: City, State, Month, Day, 2016]---** Joseph Mc Fadden, a retired CPA from Caldwell, NJ who is a trainer in financial management travelled to **Tanzania** for two weeks to share **his** technical skills and expertise with local farmers. Joe's assignment is part of Catholic Relief Services' Farmer-to-Farmer program that promotes economic growth, enhanced nutrition through access to healthy food, and agricultural development in East Africa.

**"This is one of my many assignments in Africa training, principally farmers, in financial management and how to treat their farming as a business.** It is a very rewarding experience since there is a dire need for this training for farmers so that they can better manage their business with the goal of improving their profits and standard of living. Also, the farmers want very much to learn and are very appreciative of the training" said Joe

Farmer-to-Farmer matches the technical expertise of U.S. farmers and professionals in agribusinesses, farming cooperatives, and universities with farmers in developing countries to assist them in improving agricultural productivity, accessing new markets, and increasing their incomes. Farmer-to-Farmer is funded by the U.S Agency for International Development (USAID).

In a world where 80% of food is produced by farmers working on small farms or fisheries, the movement to share proven farming and business skills can improve the quality and quantity of the world's food supply. For communities in the developing world who often struggle to produce enough food, this can improve access to a reliable source of food and better nutrition. For the farmers, it can strengthen their path to prosperity.

The goal of Joe's assignment was to provide farmers with the tools and ability to begin treating their farming as a business in the areas of record keeping, cost benefit analysis and planning. He worked with fifteen farmers and their group leaders who plan to train other farmers. Most of the material trained was new to the farmers and it will be a challenge for them to implement but I am confident with their desire to learn to and improve their businesses, they will make every effort to make changes. Most of Joe's time was spent in the northeastern part of Tanzania, very near Mount Kilimanjaro.



This is Joe's seventh, for Catholic Relief Services, volunteer assignment with Farmer-to-Farmer and is one of nearly 500 assignments that focus on improving approaches to local agriculture practices, expanding production of quality food crops and nutrition in Ethiopia, Tanzania, Kenya and Uganda. The program, funded by the U.S. government has been running for nearly 30 years.

CRS is partnering with five U.S. institutions to tap into the rich diversity of the U.S. agriculture community: the National Catholic Rural Life Conference, Foods Resource Bank, National Association of Agricultural Educators, American Agri-Women, and the University of Illinois' College of Agricultural, Consumer and Environmental Sciences.

The volunteers travel to East Africa for anywhere from one to six weeks.

"We are certain that this program will be beneficial not just to the farmers in East Africa but also to the volunteers from America," said Bruce White, CRS' director for the program. "It's going to make the world a little bit smaller and a whole lot better for everyone involved."

For more information, visit [farmertofarmer.crs.org](http://farmertofarmer.crs.org)

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**Catholic Relief Services** is the official international humanitarian agency of the Catholic community in the United States. The agency alleviates suffering and provides assistance to people in need in more than 100 countries, without regard to race, religion or nationality. CRS' relief and development work is accomplished through programs of emergency response, HIV, health, agriculture, education, microfinance and peacebuilding. For more information, visit [www.crs.org](http://www.crs.org) or [www.crsespanol.org](http://www.crsespanol.org) and follow Catholic Relief Services on social media: [Facebook](#), Twitter at [@CatholicRelief](#), [@CRSnews](#) and [@CRSnoticias](#), [Instagram](#), [Pinterest](#) and [YouTube](#).