



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: Michael Mayott
- b) Host Organization: PUFCO (Pakanyi United Farmers' Cooperative Society Ltd)
- c) Assignment: UG32
- d) Dates of Assignment: 6 Feb through 27 Feb 2015
- e) Number of days worked: 22

1.2.1 Objective 1 in your SOW –

Preparation and analysis of financial statements and their use in determining the financial ability to pursue organization goals

a) Progress with the objective

A core group ranging from 12 to 15 PUFCO members attended the daily training sessions. The focus of the training days was altered to accommodate those farmer members who had to travel to PUFCO each day for training while still attending to their duties as active farm operators. Additionally, PUFCO funding did not allow for the financial support of all present and incoming board members to participate in all days of training. The PUFCO management requested the first three days be an intense focus on financial statement and analysis with the remaining training days focused on staff training.

b) Expected impacts/results

The trainer utilized five years of PUFCO financial statements as the foundation data to teach the preparation and analysis of such statements. The trainer reasoned the members had seen the annual auditor reports, but, for the most part did not understand what they were looking at.

The immediate impact and future results of the aforementioned training approach has ensured those PUFCO members in attendance share a basic understanding of the structure and purpose of financial statements. Such understanding facilitates the PUFCO members to develop insightful questions regarding the management of, and the ability of PUFCO to reach its goal of being self-sustaining by 2025.

c) Recommendations¹

1. PUFCO staff should prepare Quarterly financial statements to be presented to the Board of Directors and membership. The statements should include a year-to-date Balance

¹ **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.



Sheet, Income Statement and Statement of Cash Flows. It appears the Auditor presently completes the work of closing out the books, preparing the trail balance, making the necessary adjusting entries and preparing the final year-end balance sheet and income statement. This approach would allow PUFCO to create its own common sized financial statements and conduct trend analysis over spans of time. Additionally, this approach will allow PUFCO to compute the standard ratio analysis important to cooperatives to use as a tool in making financial decisions.

2. PUFCO staff prepares a five (5) common sized Balance Sheet and Income Statement for the most recent year ended and the previous four (4) upon receipt of the previous years audited statements from the Chartered Accountant. Staff should chart such items as Net Sales, Other Income, and Cost of Sales. The reports and graphs should present the common sized statements to the Board of Directors and members before the Annual General Meeting to facilitate member discussion at the AGM. The graphs visual affect provide members an easy method to see the trends affecting their cooperative.
3. Audit reports should clearly explain changes in accounting approaches to PUFCO at its Annual General Meeting. For example, in 2009, the first year of operations from Build Africa PUFCO has 47M in Retained Earnings on the books. The 2009 financial statements did not reflect accounts receivable; however, as part of the audited financial report a detailed listing of accounts owed to PUFCO were listed. Bad Debt expense was taken in subsequent years financial statements. The annual reports also included Share Capital, Reserves and Grants for some years and eliminated them for other. The Auditor should explain in detail in its annual report why such changes were made. Implementing this change will ensure the audited financial statements of PUFCO fairly reflect their financial position which is paramount to obtaining outside financing.
4. PUFCO should train their bookkeeper and business manager in the preparation of all stages of the financial records to be audited PUFCO staff books daily entries to the journals and ledgers of the cooperative society.
5. Share common sized financial statements to members of the Area Cooperative Management. The effect of sharing common sized financial data will allow PUFCO to determine if they are being as efficient as their competitors. PUFCO is required to be a member of an Area Cooperative Management group consisting of other farmer cooperatives. Business Manager Keneth Kaunda stated sharing such financial information is the goal of Area Cooperatives.

1.2.2 Objective 2 in your SOW



Develop a financial management plan; identifying activities and allocating necessary resources to achieve organisation goals.

a) Progress with the objective

During the week of 16 – 20 February 2015, four (4) board members and three (3) participated in a training session which focused on the development of a Financial Management Plan. The class focused on the preparation of a Forecasted Income Statement for a five (5) year period utilizing the audited financial statements of PUFACO. The base year was computed as an average of the past four years of the most recently audited financial statements, 2010 – 2013. The class was taught how to set production goals as a percentage of sales growth using such percentage to forecast future years. The class was also instructed in the development of annual and monthly budgeting techniques.

b) Expected impacts/results

PUFACO's ability to create and use a Financial Management Plan as an operational tool will allow them to monitor their progress toward financial goals on a monthly basis rather than relying upon audited financial statements which are not available in the current year until the end of the first quarter. The ability to monitor financial progress will allow PUFACO to be flexible to changing financial conditions and to take corrective steps in the current operating period. A Financial Management Plan will assist PUFACO in understanding the timing of financial events pertinent to their operations, e.g., cash receipts from sales and expenditures for inventory, ensuring they have adequate financing available. The final result of a Financial Management Plan is the ability of PUFACO to take proactive steps in reaching their mission of being financial sustainable by the year 2025.

c) Recommendations

1. Staff (Business Manager and Bookkeeper) in cooperation with the Chairperson of the Board of Directors to prepare an annual five (5) year Financial Management plan by the end of the 3rd quarter (September 30) each year to be adopted by the membership for ensuing year. A five (5) year Financial Management plan will allow PUFACO to make solid financial planning decisions to reach their mission of being financially sustainable by the year 2025.
2. The staff of PUFACO to complete a monthly analysis of actual to budget statements to be presented to the Board of Directors. A monthly analysis of actual to budget will allow PUFACO to adapt to changing financial conditions in the current period to assist them in reaching their stated mission statement of being financially sustainable by the year 2025.

1.2.3 Objective 3 in your SOW

- a) Progress with the objective
- b) Expected impacts/results
- c) Recommendations

1.3 Action Plan

Recommendation	Specific Action	Responsible person	By when
1. Quarterly financial statements	Balance Sheet, Income Statement and Statement of Cash Flows	Business Manager Bookkeeper	1 June 2015
2. Common sized Financial Statements	Five (5) common sized Balance Sheet and Income Statement for the most recent year ended and the previous four (4)	Business Manager Bookkeeper	AGM, March of each year
3. Explain Accounting Procedure Changes	Explain why auditor changed the accounting format in annual statements.	Chartered Accountant	AGM, March of each year
4. Train staff in preparation of monthly financial statements	train Bookkeeper and Business Manager in the preparation of all stages of the financial records to be audited	Business Manager Bookkeeper	1 June 2015
5. Share financial data	Share common sized financial statements with Area Cooperative Management	Business Manager	31 December 2015
6. Financial Management Plan	Five (5) year forecasted Income Statement, Cash Flows	Business Manager Bookkeeper	AGM March of each year
7. Budget to Actual	Conduct monthly analysis of budget to actual	Business Manager Bookkeeper	1 June 2015

1.4 Number of people Assisted

- a) Through formal training - 16
- b) Through direct technical assistance (Do not double count)
- c) Out of these above, number of host staffs - 3
- d) Training/assistance by field

Category	Total	Males	Females
Members/ owners	13	12	1
Employees	3	2	1
Clients/ Suppliers	0	0	0



Family Members	0	0	0
Total	16	14	2

1.5 Gender

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

Males were the dominant member of the cooperative. They are the officers of the board and serve in the position of Business and Assistant Business Manager. The lone female member of the cooperative was highly respected by the other members. She was included in all discussions and looked to for her insights. The lone female staff member is highly regarded for her skills as a bookkeeper. The members look to her for all business aspects of the cooperative.

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

Being a male dominated culture involving more women at the member level will be a paradigm shift. To implement such a change the host organization could target their present female member to an elected office to the Board of Directors. The organization could actively recruit women to become farmer members. The organization could encourage the participation of the wife's of their present members to become involved in the cooperatives activities and serve on the Board of Directors.

1.6 Value of volunteer contribution in \$ 5,875

- a. Hours volunteer spent preparing for assignment - >100
- b. Estimated value of all material contributions volunteer contributed to host during assignment

1.7 Value of hosts' contribution in \$ (Please consult the host as well) USD 775.0141

- a) Meal: (Refreshments & Lunch) – USD 562.985
- b) Transportation
- c) Lodging
- d) Translation
- e) Other (Specify)- Airtime- USD 3.419, Training venue- \$ 188.091, Translation for the first two days- \$ 20.5191

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.

1.9 Recommendations for CRS:

1. Farmer to Farmer training for PUFACO in funding sources



1.10 Press Release

FOR IMMEDIATE RELEASE

VOLUNTEER CONTACT: Michael Mayott

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**Billings Area Volunteer Travels to Uganda to Share Skills with
Local Farmers**

**Farmer to Farmer program promotes economic growth and
Agricultural development in East Africa**

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**Billings Area Volunteer Travels to Uganda to Share Skills with
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**Farmer to Farmer program promotes economic growth and
Agricultural development in East Africa**

Michael Mayott, from **Billings, MT** travelled to **Uganda** for **3** weeks to share his technical skills and expertise with local farmers. Mike's assignment is part of Catholic Relief Services' Farmer-to-Farmer (FTF) program that promotes economic growth, food security, and agricultural development in East Africa.

“Uganda is a land of opportunity as a developing nation in Eastern Africa. The members of the Pakanyi United Farmers’ Cooperative, PUFCO, are leading the way in moving Uganda into commercial farming. Primarily a maize producer, PUFCO has attracted once sustainable farmers to cultivate lands to provide maize for themselves in addition to feeding the emerging markets in Uganda and neighboring nations said Mike.

Funded by the U.S. Agency for International Development (USAID), the five-year program matches the technical assistance of U.S. farmers, agribusinesses, cooperatives, and universities to help farmers in developing countries improve agricultural productivity, access new markets, and increase their incomes.



In Uganda, Michael Mayott worked with PUFACO in maize value chain training and giving technical assistance to the board and staff to enable them to improve their financial planning and management capacity. Up to 16 beneficiaries were reached.

Michael's volunteer assignment is one of nearly 500 assignments that focus on agriculture, food security and nutrition in Ethiopia, Tanzania, Kenya and Uganda. This is the first time CRS has been involved in the 28-year-old Farmer-to-Farmer Program funded by the U.S. government.

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 U.S. volunteers will travel to East Africa for anywhere from one to six weeks, their expenses covered by USAID.

"One thing we are certain of is 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 for everyone involved."

For more information, visit 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 nearly 100 countries, without regard to race, religion or nationality. For more information, please visit crs.org or crsespanol.org.