Participant's Handbook

BUSINESS SKILLS
TRAINING AND COACHING

Farmer Organisations

PART 2

german cooperation
DEUTSCHE ZUSAMMENARBEIT

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

As a federally owned enterprise,
GIZ supports the German Government in achieving its objectives
in the field of international cooperation for sustainable development.

Published by:
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Registered offices Bonn and Eschborn, Germany

Friedrich-Ebert-Allee 36 + 40
53113 Bonn, Germany
T +49 228 44 60 - 0
F +49 228 44 60 - 17 66

Dag-Hammarskjöld-Weg 1 – 5
65760 Eschborn, Germany
T +49 61 96 79 - 0
F +49 61 96 79 - 11 15

E info@giz.de
I www.giz.de

GIZ Country Office, Uganda
Plot 23 Nakasero Road,
P.O Box 10346, Kampala Uganda,
Telephone: +256-414-303901
Email: giz-Uganda@giz.de

Content and Design Consultants
Kansiime Monica
kansmona3@gmail.com

Stefanie Taylor
staylor.consult@gmail.com

Photo credits:
Lugugo Joshua, Illustrator

Kampala, June 2023

Participant's Handbook

BUSINESS SKILLS
TRAINING AND COACHING

Farmer Organisations

PART 2

german cooperation
DEUTSCHE ZUSAMMENARBEIT

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

Table of contents

Table of contents

Acknowledgements

Farmer Organisations (FOs) have yet to realise their full business potential in Northern Uganda and other parts of Africa. Only economically viable, inclusive and sustainable businesses owned by the entrepreneurial FOs and their members can improve services and resources, better market access, and ultimately increase incomes from farming, reducing the widespread dependence on external resources.

The FO Cycle Training and Coaching methodology builds upon a model developed by GIZ Malawi and draws substantial inspiration from recognised GIZ methodologies such as Farmer Business School (FBS), Cooperative Business School (CBS), Module d'Affaires d'OPA and SME Business Training and Coaching Loop.

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) "Promoting Rural Development in Uganda" (PRUDEV) Programme adjusted the FO Cycle Training and Coaching methodology to fit the local context, and it was piloted with 16 Farmers' Organisations in 7 districts in Northern Uganda in 2021-2023 to develop business-oriented farmer organisations (FOs) that engage with agro-commodity markets.

The 3-part training and coaching cycle is designed to be implemented over 9 to 12 months, focusing on Farmer Organisation business skilling. It adopts a systematic training and coaching approach that seeks to realize the potential of growth-oriented FOs. The training involves using simple planning and management tools, including action plans, simple business plans and financial management tools.

A good mix of FO executive board members, FO committee leaders, lead farmers, Community-Based Trainers and change agents should be included in the training and coaching to ensure awareness and uptake of skills and ideas at all levels of the FO.

Depending on the prior knowledge and skills of the FO, more or less time can be spent on different topics within each part of the training. The aim is to tailor appropriate, engaging and supportive training to help an FO move to the next level of productivity and success.

This manual should not be viewed as a standard reference with correct terminology. The team that developed this manual deliberately decided to compromise on technical language or terms to ensure easy understanding and application of the Business Skills Training and Coaching amongst the targeted audience.

Acronyms

FO	Farmer Organisation
GIZ	Deutsche Gesellschaft für Internationale Susammenarbeit GmbH
IT	Information Technology
PRUDEV	Promoting Rural Development
SMART	Specific, Measurable, Achievable, Relevant, Timebound
SWOT	Strengths, Weaknesses, Opportunities and Threats
FBS	Farmer Business School
CBTs	Community-based Trainers
CBS	Cooperative Business School
CAs	Lead Farmers or Change Agents
UGX	Uganda Shillings
Kg	Kilograms
SME	Small and Medium Enterprises

Introduction to this training

Welcome to business skills training and coaching for farmer organisations Part 2! This is the participant handbook for the second part in the training and coaching programme. After completing all training sessions in part 2, you will move on to part 3. Each of those parts also have their own accompanying participant handbooks.

Part 2 is divided into three modules:

Module 1: Sales and marketing

Module 2: Financial management and record keeping

Module 3: Business planning

Each module contains several training sessions. The Participant Handbook includes important information, key messages, and space to write/draw for different training activities within the sessions. Pay attention to your trainer's instructions for when to refer to your Participant Handbook.

Don't forget to bring your Participant Handbook to each training session.

Training schedule

We have agreed to the following training schedule:

Training Day	Date	Start time	End Time	Venue
1				
2				
3				
4				
5				
6				
8				
9				
10				
11				
12				

Instructions:

Complete the following information.

The trainer's name is ____

Their contact information is:

Phone: ____

Email: ____

MODULE 1:
Sales and marketing

Objectives:

By the end of this module, participants should be able to:

- Understand the meaning of marketing and recognise different types of markets where they can market their products/services
- Determine profitable selling prices for each of the FO's products/services
- Understand the 5Ps of marketing and use it to create a marketing plan for their products/services

Session 1

Recap and reflection

Activity 1: Review Part 1 of the training

Instructions:

Think about what you remember from Part 1 of the training. The following graphic can help to jog your memory about the big topics we covered in the first part of the training.

Activity 2: FO goals and action plan reflection

Instructions:

Reflect on and discuss the following questions in your small group.

Discussion questions:

1. Has the FO achieved any of the goals it set in Part 1 of the training (during Module 3, Session 4)?
2. What has helped the FO to execute the action plan and achieve goals?
3. What has prevented or hindered the FO from executing the action plan and achieving goals?
4. What should the FO do differently in the future to achieve its goals?

Activity 3: Networking meeting information

Instructions

Write down information about the next business linkages or peer networking meeting.

The next event is:

Date: ____

Time: ____

Location: ____

Targets: ____

Key messages

- Members and leaders of an FO should be in the habit of setting goals, making an action plan to achieve them, and routinely reflecting on whether it is making good progress towards those goals. Routine reflection will help the FO be responsive in case anything is going wrong so it can correct any problems before too long.
- Part 2 of the Business Skills Training and Coaching for Farmer Organisations continues on from what you learned in Part 1. In the second part of the training, you will learn about sales and marketing, financial management and record keeping, and how to make a business plan for the FO.

Session 2

Understanding markets and marketing

Activity 1: Introduction to collective marketing

Instructions:

Do you know what "collective marketing" means? Do you know its benefits? Check out some of the possible answers below.

What are the benefits of collective marketing?

The benefits of collective marketing are:

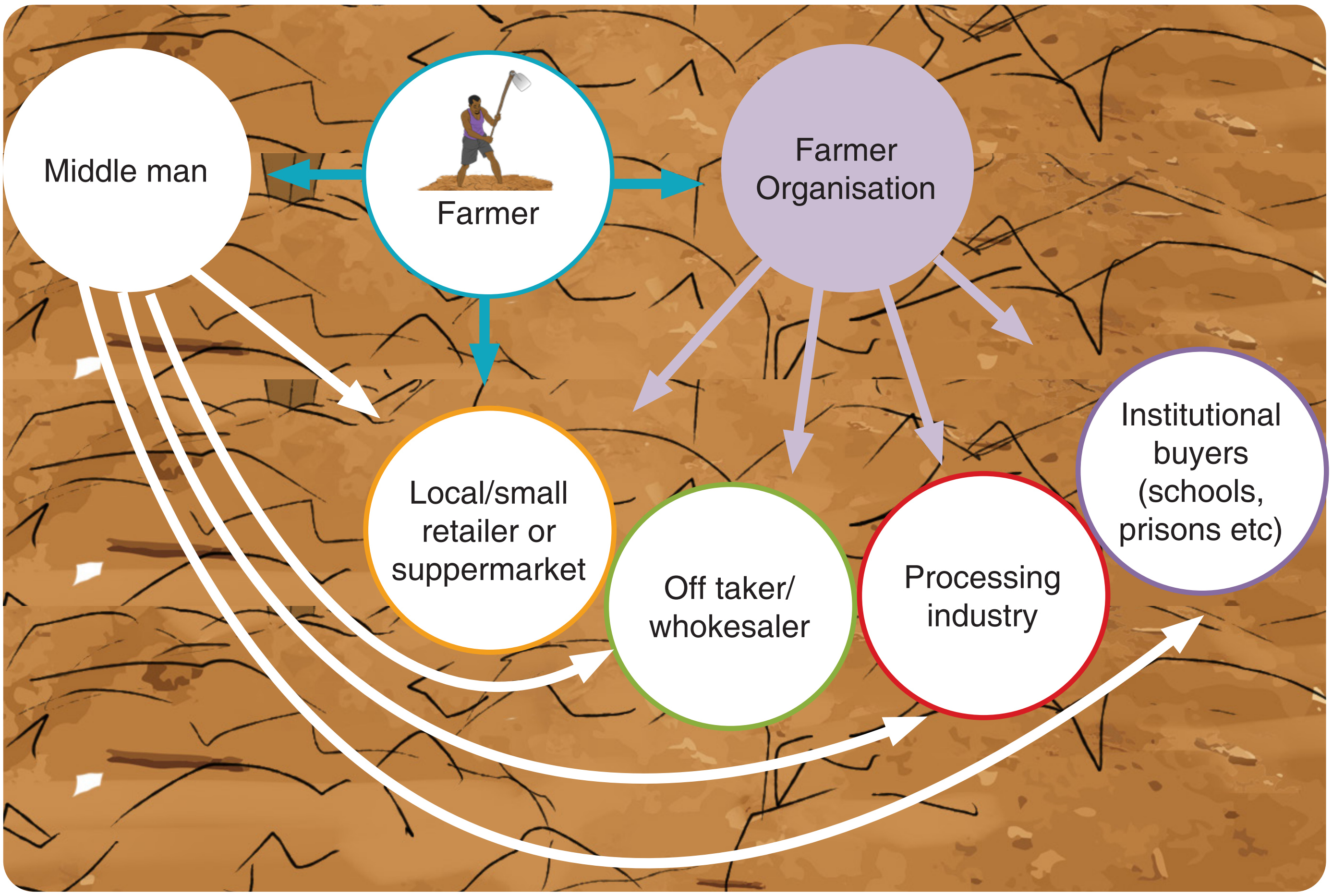
- Farmers can get better prices for their products when they bulk together and negotiate with buyers as a group.
- Farmers can reduce their costs of production by working together (buying inputs together, sharing transportation costs, etc.).
- Farmers can get contracts with customers they otherwise wouldn't get as individual farmers.

Activity 2: Advantages and disadvantages of different markets

Instructions:

Look at the following graphic which shows the markets available to small farmers and compare them to the markets available to FOs. Discuss the advantages and disadvantages of the FO selling to each type of buyer:

1. Local/small retailer or supermarket
2. Off-taker/wholesaler
3. Processing industry
4. Institutional buyers (schools/prisons)



Discussion questions:

1. What are the advantages of selling/marketing to this type of buyer?
2. What are the disadvantages of selling/marketing to this type of buyer?

Key messages

- Collective marketing means selling products to customers as a united group.
- One of the biggest values that farmers should get from joining an FO is the ability to collectively market their products with others. This should help them to get better prices, get access to markets/buyers they wouldn't be able to access on their own, sell more produce, and increase their income.
- Individual farmers can sell to middlemen, but they will not get as good of a price as when they sell through an FO. Aside from helping them get a better price, FOs can also provide farmers with services like value addition, bulk input purchases, ploughing, etc.
- FOs have many different possible channels for marketing their products. Some types of buyers they can target include retailers, off-takers/wholesalers, processors and institutional buyers. It is important that FOs understand the advantages and disadvantages of working with each of these types of buyers before deciding about who to market to.
- FOs need market information in order to make smart decisions about the products they sell. They should focus on quality products to find and maintain their market.
- FOs should sell to multiple customers in order to spread their risk. Selling everything to only one or two customers can be risky in case those customers suddenly change their minds or pull out of the contract with the FO.

Session 3

Determining price and target markets to ensure profitability

Activity 1: Determining average net cost per unit

Instructions:

The first step the FO must take when determining how to price a product so that it can make a profit for its members is to understand (on average) how much it costs individual members to produce one unit of the product.

Follow the three steps below to calculate the average net cost per unit of a product that FO members grow and the FO markets collectively. Look at the example and then calculate the same for one of the products the FO members sell together.

Calculating the average net cost per unit for the farmer

Step 1: Calculate an individual FO member's production cost for their entire crop

The production cost for the entire crop is the exact inputs/services used during production and sale of the FO member's entire crop.

Method for calculating production cost for the FO member's entire crop:

- Add up all of the material/service costs DIRECTLY associated with producing the FO member's crop.

John is a farmer of oilseed. He is a member of the New Chance FO. He farms three acres of oilseed and bulks his produce along with other members of the New Chance FO. In order to understand the cost of producing his entire crop, he first needs to understand how much money it takes in total for him to farm oilseed on three acres of land.

Item	Unit cost	Quantity	Total cost (UGX)
Seeds	5,000	10	50,000
Fertiliser	50,000	3	150,000
Paid labor	4,000	20	80,000
John's labor	4,000	200	800,000
John's family's labor	4,000	100	400,000
Tractor rental	250,000	2	500,000
Packing bags	100	300	300,000
Transportation of packed bags to the FO	50,000	1	50,000
		Production cost for entire crop	**2,330,000 UGX**

Step 2: Calculate the operating cost for the individual FO member's enterprise

The "operating costs" are those other costs besides the direct cost needed to produce the crop. It is usually easiest to calculate "operating cost" on a seasonal or monthly basis. Each individual farmer will have operating costs unique to them.

Examples of operating costs are:

- Rent for land production
- Utilities (electric, water)
- Airtime/Data
- Transportation costs
- Storage costs for the farmer's inputs and harvested produce/seeds

Operating costs are divided into two types:

- Fixed costs
  - These are operating costs that stay mostly the same over time.
  - Rent is an example of a fixed cost. Whether a farmer produces and sells 10 bags or 100 bags from rented land, it will still pay the same price to rent the land.
- Variable costs
  - These are operating costs that change (vary) depending on the volume of production, but they cannot be assigned directly to a unit sold. It may be easiest to calculate these per growing season or month.
  - Airtime is an example of a variable cost since its cost may fluctuate depending on the amount of communication needed (during high production months the farmer may need more airtime to communicate with workers), but it is difficult to determine how much airtime is used to produce and sell a single unit of a crop.
  - Before a business has started operating, operating costs will have to be estimated using reliable information sources and data. Once a farmer's business has been in operation for a few seasons, the farmer can use the actual amounts (bills and receipts) spent to calculate the operating costs.

Method for calculating operating cost for the individual farmer:

- Calculate the total operating cost for the individual farmer's enterprise over the entire growing season.

John the farmer and FO members realises he has other expenses aside from those he uses to buy inputs and pay for services to grow his oilseed. He wants to know about how much he pays in other operating expenses which also contribute to his oilseed production enterprise.

Fixed costs	Cost per growing season (UGX)
Rent of 3 acres of land	300,000
FO membership fees	150,000
Variable costs	**Cost per growing season (UGX)**
Airtime	100,000
Office supplies for record keeping	100,000
Transportation for business matters (attending FO meetings, buying inputs, etc.)	150,000
Operating cost per growing season	**800,000**

Step 3: Calculate the average net cost per unit for a farmer's crop

The "average net cost per unit" represents the total average cost of producing one unit of a product. It combines both the farmer's cost of producing the crop and the operating cost the farmer incurs to run his/her enterprise. Together, these numbers determine the approximate cost the farmer incurs to produce one unit of the product.

Method for calculating average net cost per unit for a farmer's crop

- Add the total number found in step 1 and the total number found in step 2.
- Divide this number by the number of units the farmer produced and sold in one season.

John the farmer and FO members knows the total amount of money he spent to produce his three acres of oilseed. He also knows the operating costs of his oilseed enterprise during the growing season. He also knows how many kilos of oilseed he sold at the end of the season. He wants to calculate the average net cost of each kilo of oilseed.

Calculation 1: Calculate the total costs for running the enterprise during the season.

Production cost for John's entire crop		John's operating cost for his oilseed enterprise		Total cost for John's entire enterprise
2,330,000 UGX	+	**800,000 UGX**	=	**3,130,000 UGX**

Calculation 2: Divide John's total enterprise costs during the season by the units he sold

Total cost for John's entire enterprise		Units sold		Average net cost per unit
3,130,000 UGX	÷	**800 kilos of oil seed**	=	**3,912.5 UGX per kilo**

The average net cost per unit of John's oilseed is 3,912.5 UGX. This means John the farmer and FO member must sell each kilo of oilseed at 3,912.5 UGX to break even, or more to make a profit.

Activity 2: Determining selling price to achieve profitability

Instructions:

In Activity 1, you determined the average cost per unit that individual farmers incur when producing a product. Now you will determine the selling price the FO must sell the product at to make a profit. The selling price might be slightly different depending on who the buyer is and additional requirements they may have for buying the FO's product. .

Step 4: Determining a profitable selling price

This is the final step to determine the price the FO should charge customers for one unit of the product it is marketing collectively.

Things to consider when determining selling price:

- **To make a profit, the unit selling price MUST be higher than the cost of producing one unit.** For example, if the cost of producing one unit of maize is 5,000 UGX, the FO must charge a price that is higher than 5,000 UGX in order for the farmer (and the FO) to make a profit.
- You should **take your customers into consideration** when setting the price. You don't want to set the price so high that customers are not willing to buy it.
- You should **take your competition into consideration** when setting the price. You don't want to set the price too far below your competitor if you have a comparable product/ service. However, you also don't want to set the price too high above your competitor or else you risk losing customers to the competitor.
- **If customers are not willing to pay a price that is higher than your cost of producing one unit, the product will not be profitable**, and you should look for other customers or see if it is possible to lower the cost of production.

Method for determining a profitable price of an FO's collectively marketed product

Step 1: Calculate the costs that the FO incurs to market, store and transport the product. After adding all of these costs together, divide them by the total number of units the FO will sell of the product to find out the cost per unit of marketing/storing/transporting the product.

Step 2: Think about who the FO's buyer is and what specific requirements they have. Complete the table below about the specific buyer the FO is targeting to calculate the "total additional cost for selling to this buyer".

Buyer name:		
1. What volumes does this buyer demand? Can we meet that demand together as an FO?	Yes (Skip to Question 3)	No (Proceed to Question 2)
2. Can the FO reliably buy additional units from non-member farmers to meet the buyer's volume demand?	Yes (Proceed with the next questions)	No (Choose another buyer whose demand the FO can meet)
3. Specific packaging costs for this buyer: (Does the FO have to package the product in a specific way for the buyer which costs extra money? How much will this cost?)		
4. Specific marketing costs for this buyer: (Does the FO spend additional money marketing to this buyer? How much will this cost?)		
5. Transport costs for selling to this buyer: (Does the FO have to transport the product for the buyer? If so, how much does it cost in total to transport all of the FO's products?)		
6. Any other costs associated with selling to this buyer:		
Total additional cost for selling to this buyer:		

Step 3: Divide the "total additional cost for selling to this buyer" by the number of units the FO will sell to this buyer to get the "additional cost per unit for selling to this buyer".

Step 4: Add the "additional cost per unit for selling to this buyer" to the "cost per unit the FO incurs" to the "total "average cost per unit" (calculated in the previous activity) to get the "total cost per unit".

Step 5: Determine what price you can sell one unit of the product to the buyer. This should be an amount the buyer is willing to spend, and an amount that is higher than the "total cost per unit". Subtract this amount (the "selling price per unit") from the "total cost per unit". The resulting number is the "profit per unit".

Step 6: Multiply the "profit per unit" by the number of units the FO will sell to the buyer in total. This is the "total profit" that will be shared accordingly between farmers and the FO itself.

John the farmer and his FO, the New Chance FO, have an opportunity to sell 100,000 kilos of their oilseed to an oilseed processing company. They want to make sure that they are selling their oilseed at a profit.

They know that it costs a farmer approximately 3,912.5 UGX to produce one kilo of their oilseed. Now they must determine the costs the FO incurs to market, transport, and store one unit of the oilseed. They then must determine what additional costs per unit they must spend to sell to the processing company specifically, and add it to the unit cost for the farmer and the unit cost for the FO.

Now that they know the total cost of producing and collectively marketing their oilseed, they must consider at what price they can sell their oilseed to the company. This helps them determine whether they can sell their oilseed at a profit to the company (a cost greater than their total cost).

Step 1: Calculate the costs that the FO incurs to market, store and transport one unit of the product.

Buyer name:	Unit cost (UGX)	Quantity	Total cost (UGX)
Airtime for marketing team to find customers	**10,000**	**10**	100,000
Transportation for marketing team to find customers	50,000	10	500,000
Trucks to transport from members' farms to the FO	500,000	6	3,000,000
Storage costs per month	3	200,000	600,000
Storage cleaning supplies	3	100,000	100,000
Salary for bulking center staff			300,000
		FO's total costs:	**4,600,000 UGX**
		Total units of oilseed bulked by the FO:	**250,000**
		FO's cost per unit: (Total cost / Total units bulked	**18.4 UGX**

Step 2: Calculate the total additional cost for selling to the buyer.

Buyer name:	Sunshine Oil Company	
1. What volumes does this buyer demand? Can we meet that demand together as an FO?	**Yes (Skip to Question 3)**	**No (Proceed to Question 2**
2. Can the FO reliably buy additional units from non-member farmers to meet the buyer's volume demand?	Yes (Proceed with the next questions)	No (Choose another buyer whose demand the FO can meet)
3. Specific packaging costs for this buyer: (Does the FO have to package the product in a specific way for the buyer which costs extra money? How much will this cost?)	Buyer requires specific hyper-hygienic packing bags: **500,000 UGX**	
4. Specific marketing costs for this buyer: (Does the FO spend additional money marketing to this buyer? How much will this cost?)	The FO leadership team must attend seasonal meetings with company officials. Transport and facilitation fees for their time is approximately: **100,000 UGX**	
5. Transport costs for selling to this buyer: (Does the FO have to transport the product for the buyer? If so, how much does it cost in total to transport all of the FO's products?)	The company is located several towns away, so transport is more expensive: **1,000,000 UGX**	
6. Any other costs associated with selling to this buyer:	The processing company requires that each bag of oilseed sold to them measures exactly 50 kilos. The FO must invest in higher-quality scales to ensure this: **700,000 UGX**	
Total additional cost for selling to this buyer:	**2,300,000 UGX**	

Step 3: Divide the "total additional cost for selling to this buyer" by the number of units the FO will sell to this buyer to get the "additional cost per unit for selling to this buyer".

Total additional cost for selling to this buyer		Number of units FO sells to the buyer		Additional cost per unit for selling to this buyer
2,330,000 UGX	÷	**100,000 kilos**	=	**23 UGX**

Step 4: Add the "additional cost per unit for selling to this buyer" to the "cost per unit the FO incurs" to the "total "average cost per unit" (calculated in the previous activity) to get the "total cost per unit".

Additional cost per unit for selling to this buyer		Cost per unit the FO incurs		Average cost per unit		Total cost per unit
23 UGX	+	**18.4 UGX**	+	**3,912.5 UGX**	=	**3,953.9 UGX**

Step 5: Determine what price you can sell one unit of the product to the buyer. Subtract this amount (the "selling price per unit") from the "total cost per unit" to get the "profit per unit".

Selling price per unit		Total cost per unit		Profit per unit
6,000 UGX	-	**3,953.9 UGX**	=	**2,046.1 UGX**

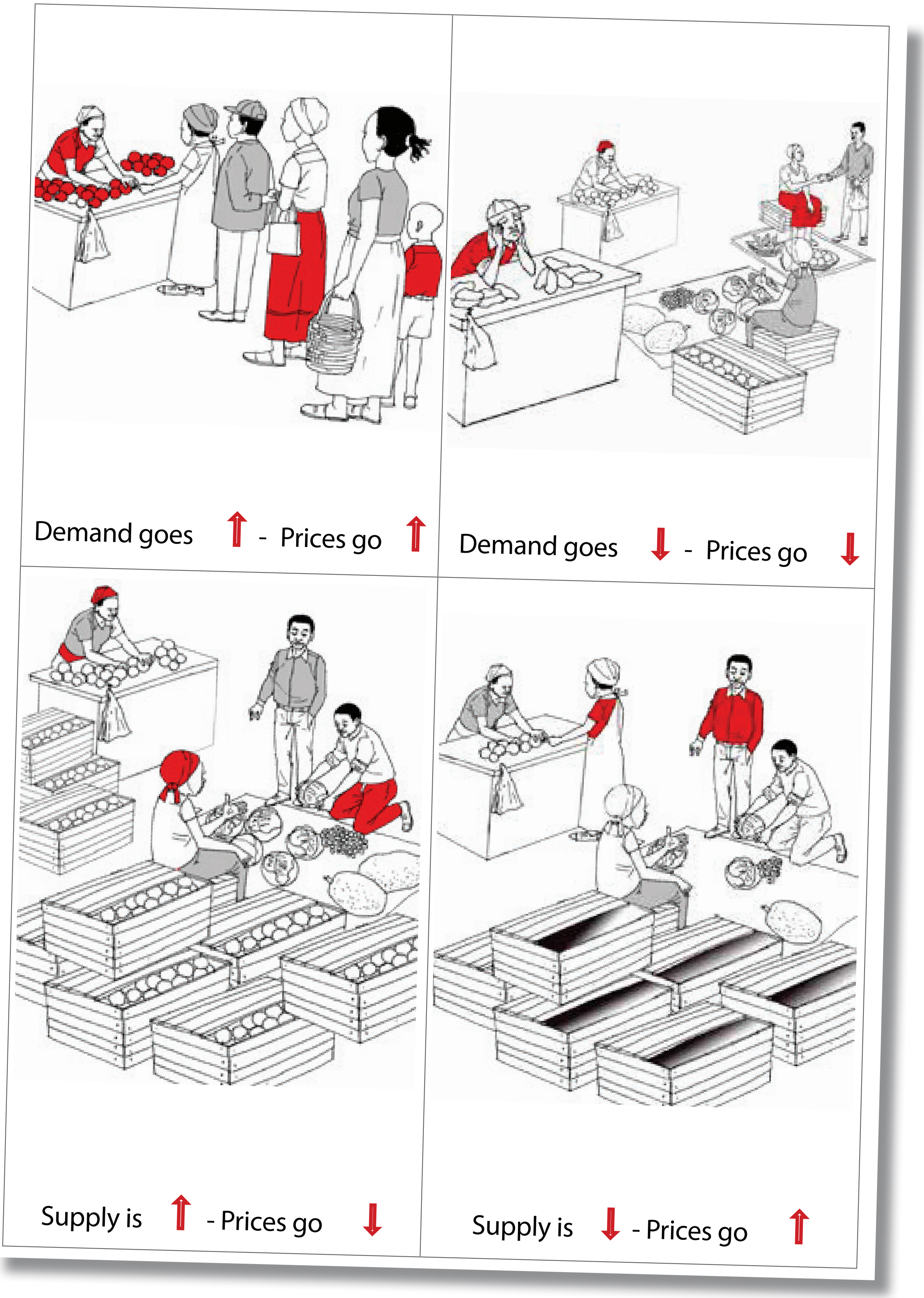
Step 6: Multiply the "profit per unit" by the number of units you will sell to the buyer in total. This is the "total profit".

Profit per unit		Number of units FO sells to the buyer		Total profit (to be split accordingly among farmers and the FO itself)
2,046.1 UGX	X	**100,000 kilos**	=	**204,610,000 UGX**

Activity 3: Understanding supply and demand

Instructions:

Look at the pictures which shows the relationship between supply, demand, and price.



Key messages

- Farmers and FOs MUST know what it costs to produce one unit of their product. This informs them so they can sell their product to buyers who pay a price that ensures they make a profit and not a loss.
- FOs may sell the same product at different prices to different buyers. The selling price should depend on what the buyer is willing to spend, and the additional requirements the buyer has which may increase the production cost.
- The FO should spread risk by vetting potential customers and having multiple buyers. This ensures that if one buyer falls through, or if a buyer delays with payment, that all produce can be sold to other buyers and that farmers can be paid at least some of their money.
- FOs should understand supply and demand because then they can make decisions about their products which can increase their profits. For example, they can: 1) Grow a crop variety that fetches a higher price; 2) Decide when best to sell their crop – for example by storing it until the price goes up (although FOs must be careful because storing can also have associated costs and can incur crop losses); 3) Increase the quality of the crop so it fetches more money; 4) Grow a crop that is not readily available in their area to fetch more money; or 5) Grow crops that can easily be bought (they are demanded by customers).

Session 4

The 5Ps of marketing

Activity 1: Introduction to the 5Ps

Instructions:

Review each of the 5Ps of marketing. It is important for you to be aware of these so that you can successfully sell your product to customers.

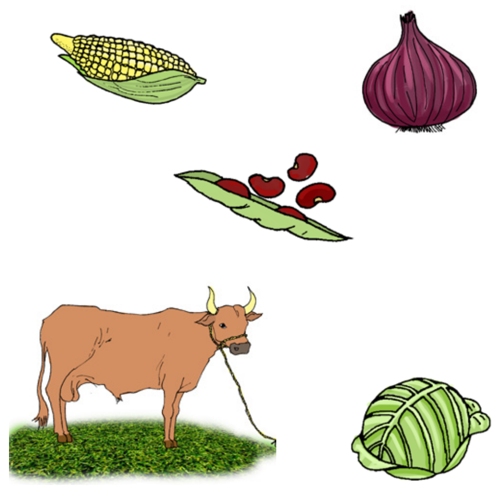
Product

This is the crop the farmer has produced, for example, maize, oilseed, sesame, cassava, and may others. It could also be a value-added product such as maize snacks or groundnut paste.

It is important to note that if you are growing food for sale, the product must be of good quality and quantity. The product should be packaged properly, attractive and should be demanded in the market.

Questions to ask yourself about product:

- What **products do customers demand**?
- What **quality** of product do customers demand?
- Are there ways you can **make your product different** and more attractive than the products of your competitors?

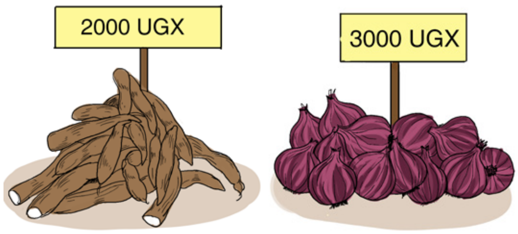


People

These are sometimes called customers. They are the buyers or consumers of the goods we produce. These can be traders, wholesalers, retailers, companies, organisations or any other people willing to buy your products.

Questions to ask yourself about people:

- Who should you sell the product to? Should you sell to a trader, a wholesaler, a retailer, an exporter, a processor, or directly to consumers? Or a combination of several?
- What do these customers want or need? What are their preferences such as taste and look?
- Do they have **money to buy** the products?

Price This is the amount you are willing to sell your product to your buyers. The selling price must be higher than the cost of production, but it also must be affordable and in line with other products on the market. Compare your products with those of other farmers around you or products from other marketplaces. **Questions to ask yourself about price:** • What is the cost of production? • What price must you charge to make a **profit**? • What **competition** is there? What prices do they charge? Can you charge more or less than your competitors? • Should you **negotiate** a fixed price with the buyer, or rely on the current market price? • Are **different buyers** willing to pay **different prices** for the product?	
Place This is the area/location where farmers sell their crops. It could be at a marketplace, at a wholesaler market, or at an FO collection center. **Questions to ask yourself about place:** • **Where** should you sell it? At an FO collection center, or in the local market? Alternatively, should you take it directly to your buyer? • How will you **transport** your products to where you will sell them?	
Promotion This is the process of letting your buyers know that you have got the products they want. Most farmers use phones or word of mouth to talk directly to traders or friends. Other methods include radios, newspapers, posters, etc. **Questions to ask yourself about promotion:** • How should you inform the buyers of your product? By **advertising**? How? • How should you identify **new customers** and convince them to buy your product? • Should you **label** the product so that the buyer knows what they are buying? • What can you do to make your product more **attractive** to the buyer? • Do **different buyers** require **different types of promotion**?	

Activity 2: 5Ps of marketing story

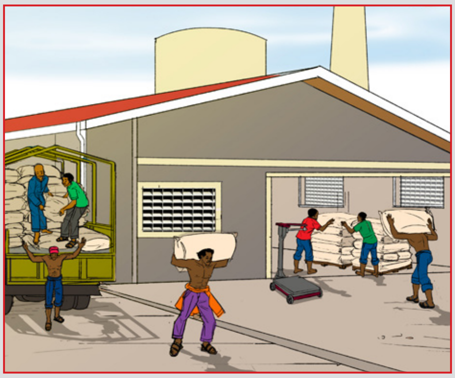
Instructions:

Read (or listen to) the following case study. While you read/listen, try to identify each of the 5Ps of marketing.

The Naturally Grown FO is a collective of simsim farmers in Northern Uganda. For the past few years, they have been selling their local variety simsim to small local retailers who make snacks from it, or who sell it in small quantities in their shops. However, as the Naturally Grown FO's numbers have increased, their level of production has increased, and they need to look for new markets.

One member suggests that they attend a large wholesale market in the nearest town where they can sell to wholesalers and representatives from large supermarkets who shop there in bulk. Another member suggests that they visit a snack manufacturing company in Lira, who might be interested in buying their simsim in large quantities for making snacks. They realise that if they want to sell to these types of customers, they will need to shift from growing the local variety of simsim to growing the pure white variety, since that is what these new customers will demand. They calculate that they can grow one kilo of pure white simsim at a cost of 3,000 UGX, but it is typically sold for 6,200 UGX per kilo so they decide that it will be a profitable venture.

Before they start growing the pure white simsim, a few members of the FO visit the wholesale market to find out what customers demand in terms of simsim quality, what price competitors sell it for, and how packaging should be done. When they are there, they realise that there is a shortage of quality pure white simsim in the wholesale market. They get the contacts of interested buyers and tell them that they will be bringing quality pure white simsim in the next few months. The potential buyers are happy to hear this. The FO members decide that they can sell their simsim for 6,400 UGX per kilo because the quality of their simsim is excellent compared to the competition and they believe that buyers will appreciate their quality. They return a few weeks before the harvest season with business cards and flyers advertising their products and prices to the wholesalers they spoke to before to inform them that they are ready to take orders.



Another team of FO members visits the snack manufacturing company in Lira and meets with their procurement team. In the meeting they agree on a price, delivery amount and quality standards. The Naturally Grown FO decides to give the company a 10% discount on the typical 6,400 UGX/kilo price since the company has agreed to pick up the product directly from the FO's store and to pay on the spot.

Discussion questions:

a. What was Naturally Grown FO's Product at the beginning? Who were their People (customers)?
b. What Product did they choose to shift to? Why?
c. Who are their new target People (customers)?
d. What Places will they sell their Product?
e. What Promotion methods do they use to sell their Product?
f. What Prices will they sell their Product?

Activity 3: Practicing excellent customer service

Instructions:

Read one scenario below and create a role play to show how the FO should handle the situation with good customer service. Repeat for as many scenarios as you can before time is up.

Customer service role plays

Scenario 1: The FO sold 100kg of their product to a retail customer. However, when the customer inspected the product, they discovered that 10kg were infested with pests. The customer approached the FO's marketing committee to discuss the problem.

Scenario 2: The FO made an agreement with a wholesale customer to deliver 1,000kg of their product on September 25th. The FO experienced some delays with receiving the products from their members, so they were delayed with packing and delivering the product to the customer. They only managed to deliver on October 5th. The customer was upset because this delay impacted their own business and the commitments they have to their own customers.

Scenario 3: The FO marketing committee met with a small retailer and agreed to a delivery schedule with them. However, they did not make a formal contract and the marketing committee got busy with larger bulk clients and forgot about the agreement they had made with the small retailer. When time came for the delivery to the small retailer, the FO was not aware of the agreement since there was no contract. The retailer came to the FO to complain about the poor customer service and how they felt like they were not as important as the FO's other, larger clients.

Scenario 4: The marketing committee made an agreement to sell their product at a lower price to an exporting company. However, when the FO's executive board found out about this, they tried to call the exporter and renegotiate the deal to a higher price. The exporter was upset that the FO was trying to back out on their agreement and threatened to cancel the entire contract.

Key messages

- An FO should consider the 5Ps of marketing when thinking about how to sell their products. This can help them to understand what their customers want, the price customers are willing to pay, the places where they can sell, and how they can attract customers with promotions and advertisements.
- The FO's relationship with their customers is extremely important. Without customers, the FO does not have a viable business. The FO must practice good customer service to ensure their customers are happy and keep coming back.
- It is important that the FO owns up to any mistakes they might make with customers and builds trust with them. If something goes wrong, the FO should communicate with the customer what they will try to fix, when they will fix it by and how they will fix it. When something goes wrong and the FO fixes it, it can build an even stronger relationship with a customer.

Session 5

Marketing plan

Activity 2: Creating a simple marketing plan

Instructions:

Complete the simple marketing plan template below for one product that the FO sells to customers. Use the question prompts in the "Consider…" column for each of the 5Ps to guide your thinking.

Simple marketing plan template

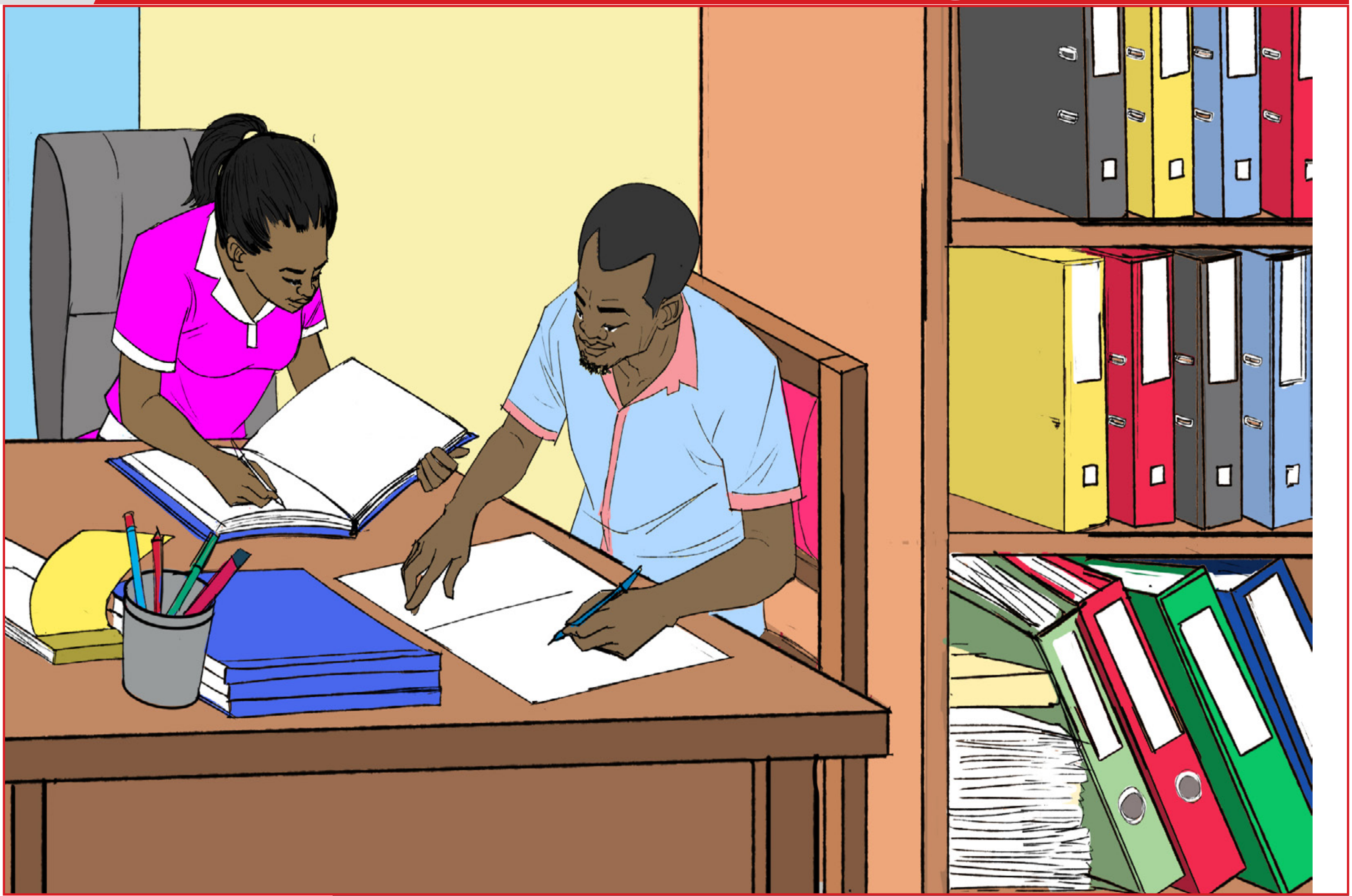
Marketing aspect	Consider…	Your marketing plan
Product	• What **product do customers demand**? • What **quality** of product do customers demand? • Are there ways you can **make your product different** and more attractive than the products of your competitors?	The Product we will offer is:
People	• **Who** should you **sell** the **product** to? Should you sell to a trader, a wholesaler, a retailer, an exporter, a processor, or directly to consumers? Or a combination of several? • What do these customers **want** or **need**? What are their preferences such as taste and look? • Do they have **money** to **buy** the **products**?	The People we will sell our Product to are:
Price	• What is the **cost** of production? • What price must you charge to make a **profit**? • What **competition** is there? What prices do they charge? Can you charge more or less than your competitors? • Should you **negotiate** a fixed price with the buyer, or rely on the current market price? • Are **different buyers** willing to pay **different prices** for the product?	The Price for the Product will be: *(Be specific depending on who the customer is)*

Place	• **Where** should you sell it? At an FO collection center, or in the local market? Alternatively, should you take it directly to your buyer? • How will you **transport** your products to where you will sell them?	<u>The Place where you will sell the Product will be:</u> *(Be specific depending on who the customer is)*
Promotion	• How should you inform the buyers of your product? By **advertising**? How? • How should you identify **new customers** and convince them to buy your product? • Should you **label** the product so that the buyer knows what they are buying? • What can you do to make your product **more attractive** to the buyer? • Do **different buyers** require **different types of promotion**?	<u>The Promotion you will use to sell the Product will be:</u> *(Be specific depending on who the customer is)*

Key messages

- It is difficult and can take a long time to fix a poor reputation. It is better and easier to maintain a good reputation than to repair a bad one.
- An FO must maintain a good reputation to find and keep customers. It is important that the FO leadership knows what values it wants the FO and its members to live by and works to ensure that all members are aware of those values and acting accordingly.
- An FO should ensure that they have a good reputation for providing their customers with good customer service. This is an important aspect of marketing (caring about the People you are marketing to).
- FOs should create a simple marketing plan which considers each of the 5Ps. When the FO has a simple marketing plan, it becomes easier to market products because the FO knows what it is trying to sell, to whom, and how. A marketing plan should also feed into the FO's overall business plan.

MODULE 2:
Financial management and record keeping



Objectives:

By the end of this module, participants should be able to:

- Understand the importance of budgeting and create budgets for their FO
- Understand the importance of record keeping and keep key records for their FO
- Identify financial controls they want to implement in their own FO

Session 1

Financial management and budgeting

Activity 2: The importance of financial management

Instructions:

Read (or listen to) the following case study. While you read/listen, think about this FO's financial management practices.

Case study: Financial management in the Northern Star FO

The Northern Star FO is a farmer organisation in northern Uganda, primarily dealing in soybean and simsim. Their office and warehouse are located in a medium-sized village close to many of their members' farms. However, lately they have been struggling a bit. Since the FO does not own the office and warehouse, they must pay a rent to their landlord of about 600,000 UGX every three months. The treasurer is always scrambling to find this money since the FO does not have a budget which plans for overhead expenses like rent. Sometimes the FO is late with the rent because of this, and the landlord is starting to get frustrated with them.

Another problem the FO faces is that all their money is in one bank account and many on the leadership team have access to it. There is also no budget to say what should happen to the money in the bank account. This often causes arguing being the FO's committee chairs about which committee should get money to spend. For example, last month there was a serious argument between the chair of the marketing committee and the chair of the production committee. The marketing team had already spent a lot of money for promotional materials, but the production team was planning to use that money to buy new production equipment. The committee members argued for a long time about which was more important to spend money on. The production committee was upset that the marketing committee had just spent money without consulting other committees, even though the production committee had done something similar themselves last season.

Another problem is that the marketing committee could not produce any receipts to show what they had spent the money on. The chair of the marketing committee simply said he had withdrawn 500,000 UGX and that they had spent it on marketing materials, but he could not produce any receipts to prove this. This started another round of arguing at the meeting. During the meeting, it was also discovered that an additional 300,000 UGX had been withdrawn from the FO's bank account. The committee chairs suspected that the chairperson of the board may have been the one to do this, but no one said anything about it and the meeting eventually ended.

The following week, a member of the procurement committee came across a cheap walking tractor for sale. He thought this would be a great investment because then the FO could offer tractor services to members and non-members for a fee. His idea was quickly approved by the board and the money was transferred to buy the walking tractor.

A few months later, the walking tractor was sitting outside of the FO's warehouse. It had only been used a few times because it needed some repairs and only a few members could afford the fee the FO was charging to use it. Meanwhile, the treasurer was busy looking for money to pay the rent again and she felt bad that the walking tractor had cost so much and was just sitting there while she looked for rent money. She wasn't sure how much money the walking tractor had generated for the FO so far, so she was hesitant to say anything about it because she could not prove that the walking tractor was not very profitable.

Discussion questions:

a. What is the Northern Star FO doing wrong in terms of financial management?

b. What should be done to get better financial control in the Northern Star FO?

c. What good financial management practices does your FO have?

d. What bad financial management practices does your FO have? Is there anything that can done to fix these? What?

Activity 3: Introduction to budgets

Instructions:

Read about the following types of budgets that FOs must create to make a master/overall budget. Budgeting is an important planning tool which can help the FO with financial management.

1. Sales budget

Purpose of this budget:

This budget estimates total sales revenue the FO intends to generate over the budget period. The revenue is estimated from the FO's projected sales quantities (as stated in the FO's goals) and the expected prices for those sales according to prevailing market prices/contracts with customers.

It should be noted, however, that the sales budget contains only the revenue the FO plans to realise from selling products or services. The costs associated with selling those goods and services (e.g., transport of the goods to market, airtime for calling customers to arrange the sales, etc.) are shown in the Overhead Expenses budget.

<u>Example of a sales budget</u>:

The Paradise Farmers FO has decided to sell a total of 18,000kg soybeans, which is plans to sell at 1,850 UGX per kilo.

Paradise Farmers FO – Soybean sales budget			
Item	**Quantity (kgs)**	**Unit price (UGX)**	**Amount (UGX)**
Soybeans	18,000	1,850	33,300,000
		Total sales	**33,300,000**

2. Production budget

Purpose of this budget:

This is prepared based on the sales budget. The production budget is an estimate of all direct costs of producing the products or services the FO plans to sell, according to its sales budget. It also takes into account the inventory level the FO plans to keep and any wastage during cleaning, storing, packaging and transportation. A different production budget is made for each product the FO produces.

<u>Example of a production budget</u>:

The Paradise Farmers FO has decided to produce 4,500kg of soybeans from its own farm. The remaining 13,500kg of soybeans (i.e., 18,000kg – 4,500kg = 13,500kg) will be aggregated from FO members or purchased from non-member farmers.

Paradise Farmers FO – Soybean production budget					
Item	**Unit of measurement**	**Quantity**	**Unit price (UGX)**	**Amount (UGX)**	**Assumptions**
Production output	Kg	4,500	-	-	
Land rental	Acres	13	100,000	1,300,000	Average yield is 900 kg/Acre
Seed	Kg	125	2,400	300,000	10 Kg of seed per acre
Inoculant	Sachets	13	6,000	78,000	1 Sachet of inoculant per 10 kg seed
Labor	Individuals	13	160,000	2,080,000	
Transport to warehouse	Trips	9	20,000	180,000	1 trip = half ton
Packaging	Bags	90	600	54,000	
Total budgeted production cost for 4,500kg soybeans				**3,992,000**	

3. Procurement budget

Purpose of this budget:

This is the estimate of all products the FO intends to buy from outside sources to meet the FO's sales goals. The procurement budget includes commodities purchased from non-member farmers as well as commodities aggregated from member farmers at an expected commission.

Example of a procurement budget:

The Paradise Farmers FO plans to sell 18,000kg of soybeans in total. It has produced 4,500kg on its own farm, so it needs to purchase 13,500kg of soybeans to meet its goal. The FO plans to aggregate 8,000kg from members at 1,500 UGX per kilo and 5,500kg from non-member farmers at a slightly lower price of 1,400 UGX per kilo.

Since the FO plans to sell each kilo at 1,850 UGX per kilo, it will keep a sales commission of 350 UGX per kilo for sales of FO member produce and 450 UGX per kilo for sales of non-member produce.

Paradise Farmers FO – Soybean procurement budget			
Item	Quantity (kgs)	Unit purchase price (UGX)	Amount (UGX)
Aggregation from members	8,000	1,500	12,000,000
Purchase from non-members	5,500	1,400	7,700,000
Total procurement	**13,500**		**19,700,000**

4. Overhead expenses budget

Purpose of this budget:

This is the estimated costs of indirect materials, indirect labor, and other indirect expenses to be incurred over the budget period for the FO to carry out its activities. These are all other costs incurred by the FO other than direct costs. (i.e., from the production budget and procurement budget). Some examples of overhead costs include:

- Storage facility rental and maintenance
- Salaries of people who work in the FO's warehouse
- Allowances for FO executive board and committee members
- Packaging materials
- Communication (airtime/data)
- Transport of products to customers
- Marketing committee budget (advertisements, transportation of marketing committee to conduct sales visits)
- FO meeting expenses (refreshments, venue hire, etc.)
- Stationary

Example of a an overhead expenses budget:

The Paradise Farmers FO has made a budget for costs related to selling, warehousing and processing of products which are not direct production costs. Some of the costs are not specifically for one product (such as soybeans), but rather for all of the products the FO produces and sells.

Paradise farmers FO – Overheads budget	
Item	**Amount in UGX**
Salaries and allowances	420,000
Transport	800,000
Communication	22,500
Warehouse rental	200,000
Warehouse maintenance	72,000
Marketing	180,000
FO meetings	50,000
Total overheads	**1,744,500**

Activity 4: Making an overall budget for the FO

Instructions:

Look at the example master budget for the Paradise Farmers FO. Notice how it compiles each of the other budgets (Sales, Production, Procurement and Overheads) into one budget to see if the FO is making a surplus or a deficit.

What is a master budget?

A master budget compiles each of the other smaller budgets in an FO (Sales, Production, Procurement, Overheads, etc). It then estimates the overall surplus (or deficit) expected by the FO over the budget period. Profit is represented as Budget Surplus while Loss is represented as Budget Deficit.

Example of a master budget:

Th Paradise Farmers FO compiled each of their budgets for their soybean product into a master budget.

- The total from their Sales Budget goes in the “Income” section.
- The totals from their Production Budget and Procurement Budget goes into the “Direct Expenses” section.
- The itemised list from their Overheads Budget goes into the “Overhead Expenditure” section.

To determine if this budget predicts that the FO will be in a surplus or a deficit, they can make the following calculations:

- Their Total Direct Expenses is subtracted from their Total Income to find their Gross Profit.
- Their Total Overhead Expenditure is subtracted from their Gross Profit to find their Surplus/ Deficit. This FO is in a surplus of 7,863,500 UGX.

Overall budget for the Paradise Farmers FO (2023 season 1)	
Item	**Amount in UGX**
INCOME	
Sale of soybeans	33,300,000
Other incomes	0
Total income	**33,300,000**
Direct expenses	
Soybean production expenses	3,992,000
Soybean procurement	19,700,000
Total direct expenses	23,692,000
Gross profit	9,608,000
Overhead expenditure	
Salaries and allowances	420,000
Transport	800,000
Communication	22,500
Warehouse rental	200,000
Warehouse maintenance	72,000
Marketing	180,000
FO meetings	50,000
Total overhead expenditure	**1,744,500**
Surplus/deficit	**7,863,500**

Activity 5: Analysing a budget against what happened in reality

Instructions:

Read about what happened during the first season of 2023 in the Paradise Farmers FO. Compare what happened to the overall budget that the FO had planned shown in Activity 4 (pages 51-52 of this Participant Handbook). Then think about the discussion questions below.

What happened to the Paradise Farmers FO in the first season of 2023

The Paradise Farmers FO had a better production season than expected in the first season of 2023. In total, they made 37,130,000 UGX from the sale of their soybeans. However, one of the reasons why their production was so high was because they used better quality inputs than originally planned for items like fertiliser and seed. A procurement committee member suggested this idea after their budget had been made, but they decided to go for it anyway. The better inputs increased their production expenses a bit (to a total of 5,000,000 UGX), but they thought that the better-quality products would have a positive impact on their production and their gamble paid off. They still purchased 19,700,000 UGX worth of soybeans from both member and non-member farmers.

Since the production of soybeans was higher, their warehouse maintenance costs went up to 100,000 UGX. In addition, an unexpected heavy rainstorm damaged some of the equipment in the warehouse and it cost the FO a total of 300,000 UGX to fix it. Transportation costs also increased to 1,000,000 UGX because of the increased amount of soybeans produced. Their warehouse rental cost also increased to 500,000 UGX because their landlord unexpectedly raised the rent. They had no choice but to pay it while they look for a cheaper space to rent. All other planned overhead expenses stayed the same.

Discussion questions:

a. What was the Paradise Farmers FO's gross profit in reality?

b. What was its total overhead expenditures in reality?

c. Did the Paradise Farms FO realise the same surplus they had planned in their budget? Why or why not?

d. What can your FO do when budgeting to ensure that it still makes a profit, despite challenges or unexpected changes that might happen in reality?

Key messages

- A budget is a tool used for managing our financial plans. It helps us to decide how to spend and save money so we can achieve our financial goals.
- Budgets are an important part of financial management and control in an FO. An FO should have an overall master budget to guide their spending, which is compiled after creating a series of smaller budgets.
- The importance of a master budget is so that the FO can monitor if its plans will put the FO into a surplus or a deficit. If the budget shows that it will be in a deficit (or not a satisfactory surplus), the FO can make changes to ensure there is a surplus/greater surplus.
- While budgeting is a planning tool, it is important to routinely review your actual expenses and compare them to your budget to make sure you are not in danger of overspending. This can help the FO have greater financial control because it is constantly monitoring that it is staying within the planned budget. FOs should strive to do monthly financial reporting to the board.

Session 2

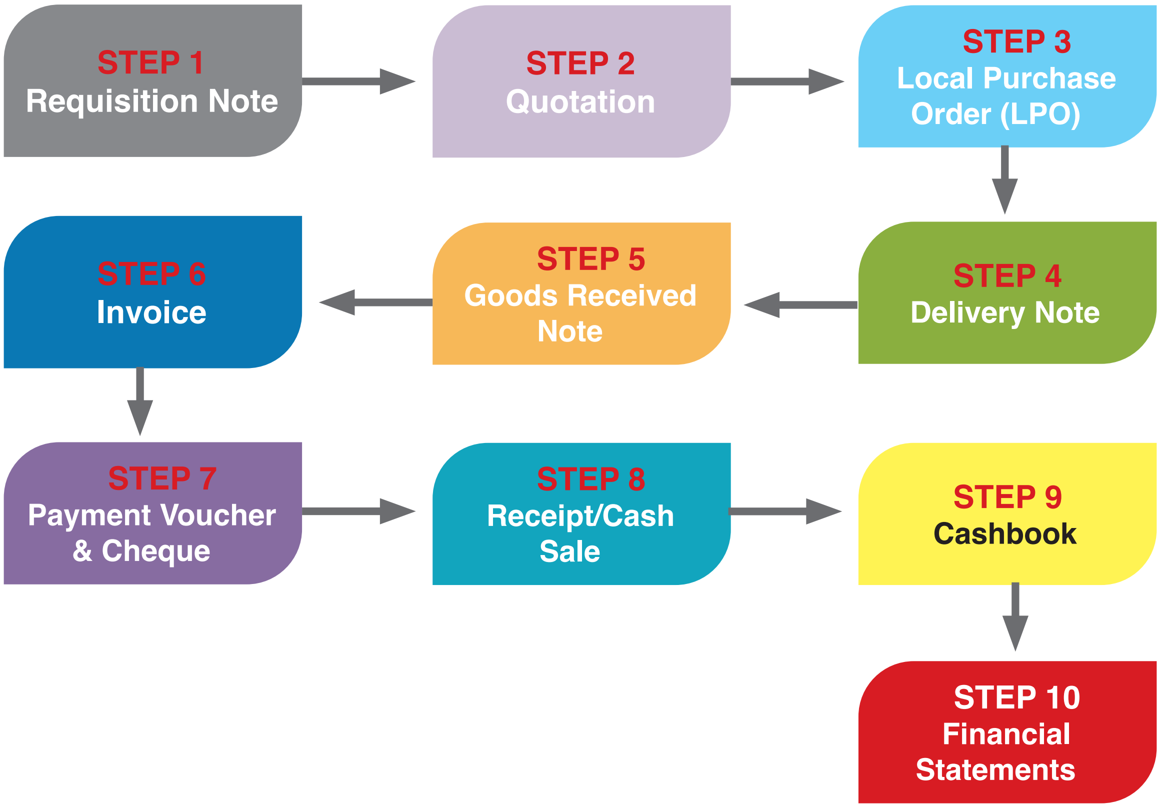
Record keeping

Activity 2: Introduction to financial records

Instructions:

Review this financial record keeping graphic to understand the correct order of steps an FO should follow between beginning a transaction with a supplier and generating financial statements. Then read about each type of record in more detail in the table underneath the graphic.

Financial record keeping from source to financial statement



#	Financial record	Description
1	Requisition note	• Used when the FO wants to buy goods or services from a supplier. • Approved by the chairs of committees/the board.
2	Quotation	• Used to investigate the prices at which suppliers will provide goods or services. It is best practice to always source at least three quotations. • Contains the type of goods or services, quantities, description, and the prices offered by the supplier. • It also indicates the period during which the quoted prices will be valid. • Sometimes it is not used when amounts involved are insignificant and there is a single pre-qualified supplier of goods or services.
3	Local purchase order	• Used to express intention to buy goods after receiving quotations. • Sometimes used when paying on a credit basis with suppliers whose business has a credit arrangement with the FO. • Sometimes, it is not used when payment is on a cash basis and also when payment is made straight after receiving quotations.
4	Delivery note	• Issued by the supplier of goods upon delivery of the goods. • Shows evidence of transfer of goods. Helps show evidence that the goods have been delivered and the supplier deserves payment for the goods. • Sometimes it is not used when the FO/buyer is collecting goods from the supplier.
5	Goods received note	• Shows the goods have been received by the FO. • FO is supposed to indicate which goods are damaged or have been returned or were not delivered. • Sometimes it is not issued when the FO is the one collecting goods from the supplier.
6	Invoice	• The supplier issues it to the FO for goods or services delivered and for which payment has not been made. • Sometimes not used when payment is on cash basis or when the check is issued immediately upon delivery.
7	Receipt/Cash sale	• Used to acknowledge payment made to the supplier. • This should always be issued.
8	Payment voucher	• It is used for preparing a check. • It is supposed to be checked and approved by people with authority and who are independent of its preparation. • All supporting documents should be stapled to the payment voucher and then properly filed. • Mostly used when payment is made through a check. • Petty cash vouchers are used for all petty cash transactions.
9	Check	• It is advisable to use a check when making payments. • Not always used as sometimes payment is done through cash, mobile phones and online payment systems.
10	Cashbook	• Records all cash received or spent by the FO. • Used regularly each time a cash transaction is done.

Activity 3: Exploring financial records

Instructions:

Read about four different types of financial records and how they are beneficial to an FO. Use the example templates of each record to create such an example record for your own FO.

1. Fixed assets record

A fixed assets record is used to record all the assets an FO owns. The fixed assets record should be updated regularly to reflect additions and disposals of assets, each time they occur.

Benefits of a fixed assets record

- By indicating the location of the asset, it helps the FO track where the asset is.
- It helps to mitigate the risk of theft of assets, since the FO knows where the asset was last and is supposed to be still.
- It helps to determine the value of an asset since the record has information about the original or purchase price of the asset. This is helpful information to know when selling it and deciding what amount it is worth.
- It can be used to determine the total value of the FO's assets which can be pledged as collateral for a loan or when valuing the FO business.

Example of a fixed assets record

Name of asset	Unique identification number/ serial number	Year of purchase	Purchase price (UGX)	Estimated depreciation	Net book value (UGX)	Location of the asset	Name of the custodian of the asset	Status/ condition of the asset (excellent, good, fair or poor)
Groundnut flour machinery	Serial No.1234	2000	33,000,000	2,640,000	30,360,000	Processing house	Production manager	Good
Motorcycle	UAA012F	2017	3,750,000	1,875,000	1,875,000	Office	Manager	Excellent
Generator	Serial No.5678	2017	3,000,000	292,500	2,707,500	Office	Production manager	Excellent
Laptop	Serial No. 1001	2018	1,570,000	754,000	816,000	Office	Treasurer	Fair
Warehouse	130 MT	2018	130,000,000	5,200,000	124,800,000	Office	Production manager	Excellent
Truck	TATA Lorry UAT284V	2018	122,500,000	9,800,000	112,700,000	Car park	Marketing manager	Excellent

2. Cashbook

A cashbook is used to record the FO's cash transactions as they occur. Each entry must be a separate transaction. At the end of a period or month, a summary should be made to categorise transactions to prepare financial reports. Cashbook entries do not include sales or purchases made on credit. It only captures sales or purchases made on a cash/check basis.

Benefits of a cashbook

- It shows where money came from (receipts/cash in) and where it was spent (payments/cash out).
- It shows the total cash on hand that an FO has at a particular time.
- It helps to create a summary of all the cash transactions done in a month/specific period.
- It enhances the accountability and transparency in the usage of funds.

Example of a cashbook

Date	Description	Customer/ supplier	Ref No.	Type of doc	Amount in UGX		Balance
					Receipts/ cash In	Payments/ cash Out	
01.01.21	Balance brought forward						1,625,000
01.01.21	Bank Interest		BK Int 01.01.21	Bank statement	90,000		1,715,000
01.01.21	Purchase of stationery	FOC Stationers	Cash			5,000	1,710,000
02.01.21	Purchase of seed	Kole Agrodealer	00400	Check		250,000	1,460,000
02.01.21	Payment of farm rent – 20 hectares	Mr. Owii	00401	Check		900,000	560,000
15.01.21	Refund of transport to marketing committee for Moroto market research	Mrs. Latigo	00403	Check		25,000	535,000
20.01.21	Transport of fertiliser from Lira	Apio Transport	00404	Check		263,000	272,000
29.01.21	Purchase of chemicals	Kole Agrodealer	00409	Check		3,000	269,000
29.01.21	Purchase of empty bags	Best Agro-Input Ltd	00408	Check		10,951	258,049
30.01.21	Warehouse rent for January 2021	Oyam Trading	00410			10,000	248,049

2. Inventory record

An inventory record is used to records goods for sale. It is different from a fixed assets record which is used to record assets that are used over several years. An inventory record is used for recording goods that are for sale or will be used in production as raw materials. FOs must be aware of VAT rates that are required and should be recorded in this record.

Benefits of an inventory record

- It can be used to determine whether the capital of an FO is tied up in stock. If so, this could be an indication that there is a low turnover/sale of the goods that the business is producing or trading in. This can alert the FO to either step up marketing to sell the goods, or slow down production to prevent over stocking of goods.
- It helps to keep track of the quantities of goods an FO has in the warehouse. It contains information about the location of goods and about the levels/frequency of stock in and stock out of the warehouse. This helps to inform orders for different goods/inputs to prevent over- or under-stocking.
- It helps to estimate the value of stock an FO is keeping in its warehouse.
- It helps to calculate the cost of goods available for trading which can be used as a basis for setting the selling price of goods.

<u>Example of an inventory record</u>

Date	Description of stock	Units	Stock- in	Stock -out	Remaining quantity/	VAT 16.5%	Cost price in UGX	Total value of stock
28.01.19	New empty bags of 50 kg	Each	47	-	47	1,551	200	10,951

3. Expenses record

The expenses record is used to summarise expenses an FO incurred over a period such as a month. Expenses are recorded according to their class or category with totals calculated at the bottom of a column for each category at the end of the month. By combining the monthly totals on this record for 12 months, it is possible to realise the FO's total annual expenses.

Benefits of an expenses record

- It can be used to determine the main costs of the business, so the FO can see where they can possibly be reduced.
- It can be used to summarise costs for computing profitability of the FO business.

Example of an expenses record

Date	Description	Amounts in UGX						Total cost
		Packing materials	Rent	Labor	Transport	Inputs	Comms	
15.01.19	Purchase of 47 empty bag	10,951						
20.01.19	Packing labor (1,000 per hour)			50,000				
21.01.19	Packing labor (1,000 per hour)			50,000				
22.01.19	Packing labor (1,000 per hour)			50,000				
28.01.19	Airtime to arrange delivery						5,000	
29.01.19	Delivery of packed bags				100,000			
30.01.19	Jan rent for warehouse							
30.01.21	Warehouse rent for January 2021		100,000					
	Total	**10,951**	**100,000**	**150,000**	**100,000**	**-**	**5,000**	**365,951**

Activity 4: Records and decision-making

Instructions:

Make note of the different records your FO wants to put in place or use more faithfully over the next few months to support better decision making.

Records our FO wants to put in place (or use more faithfully) over the next few months:

1. ____

2. ____

3. ____

4. ____

5. ____

Activity 5: Bank reconciliation

Instructions:

Read the example on the next pages for the Minakulu Farmer Organisation to understand the steps taken in a bank reconciliation.

Step 1: Obtain the bank statement every month, then match the balance on the bank statement against the cashbook balance.

Bank statement for Minakulu Farmer Organisation

AXXY BANK

P.O.Box 10

Oyam

STATEMENT OF ACCOUNT

Minakulu FO

P.O. Box 200

Oyam

Account Number: 001

Currency: UGX

Date 31.07.2020

Date	Reference	Debits	Credits	Balance
01.07.20				1,500,000
01.07.20	00400		315,000	1,815,000
02.07.20	Bank Interest		90,000	1,905,000
17.07.20	00401	240,000		1,665,000
19.07.20	00402	120,000		1,545,000
20.07.20	00403	85,000		1,460,000
30.07.20	Bank charge	2,000		**1,458,000**

Cashbook for Minakulu Farmer Organisation

Date	Description	Customer/ Supplier	Ref No.	Type of doc	Amount in UGX		Balance
					Receipts/ cash In	Payments/ cash Out	
01.07.2020	Balance brought forward						1,500,000
01.07.2020	Membership registration fees	Several members	00400	Deposit slip	315,000		1,815,000
17.07.2020	Purchase of sacks	Patongo Traders	00401	Withdrawal slip		240,000	1,575,000
19.07.2020	Transportation of rice	PUMA	00402	Withdrawal slip		120,000	1,455,000
20.07.2020	Staff salary	Mr Guard	00403	Check		85,000	1,370,000
31.07.2020	Motor vehicle insurance	Risk Insurance Ltd	00404	Check		800,000	570,000
31.07.2020	Payment for simsim delivery	Best Foods Inc.	00405	Copy of receipt for cash payment	500,000		**1,070,000**

Step 2: If the two balances are different (as they are in this example), continue with the steps below:

- Identify unpresented checks or payments. These are payments that have been recorded in the cashbook but have not been cleared by the bank yet. These will make the bank balance be more than the cashbook balance.
- Identify amounts that have been received by the FO, but not deposited into the bank yet. These will make the bank statement balance be less than the cashbook balance.

Step 3: Find the adjusted bank statement balance by doing the following:

- Subtract the unpresented checks from the balance as per the Bank Statement from the Bank.
- Subtract any bank fees that are reflected in the bank statement but not the cashbook.
- Then add amounts that have been received by the FO, but not yet deposited into the bank.
- Add any bank interest that is reflected in the bank statement but not the cashbook.

Adjusted bank statement balance for Minakulu Farmer Organisation					
Bank balance as per bank statement as of 31.7.20				**(A)**	1,458,000
Less:					
Unpresented checks					
Check Number	**Date**	**Payee**			
00404	31.07.20	Risk Insurance Ltd	(800,000)	**(B)**	
Bank interest not recorded in the cashbook			(90,000)	**(C)**	
Add back:					
Bank charges not recorded in the cashbook			2,000	**(D)**	
Payment for simsim, received but not yet banked			500,000	**(E)**	
Adjusted bank balance				**F = (A-B-C+D+E)**	**1,070,000**
Cash balance as per cashbook				**G**	**1,070,000**
Difference				**H = [F-G]**	**-**

Step 4: Then compare the Adjusted Bank Statement Balance from Step 3 above to the Cashbook balance. If the two are equal (as shown in the example above), then the bank reconciliation has been successfully completed. If they are not the same, it is important to continue investigating why the balances are different (in case of fraud).

Step 5: Bank reconciliation is done by the treasurer of the FO. After it has been done, the audit committee must endorse it to make sure that it represents the situation in the FO's records and at the bank. The chairperson of the FO's Executive committee must countersign that everyone has done their part and then the Secretary publicises it to all interested parties (FO members). If there is a management team, then the Finance Officer or Accountant is responsible for preparing the bank reconciliation while the Manager is supposed to review it. It is important to ensure that the person conducting the reviews has knowledge of bank reconciliation.

Key messages

- Record keeping is documenting all activities including financial and business transactions.
- Record keeping is an important activity in good financial management for an FO. It is also important for promoting entrepreneurial thinking because records are tools which can assist in better decision-making.
- Records help a business know if it is profitable because it can clearly see all expenses and income, so that an accurate profit calculation can be made.
- FOs should keep many different records including a Fixed Assets Record, Cashbook, Inventory Record, and Expenses Record.
- Bank reconciliation is the process of tallying the cash balance as it has been recorded in the FO's Cashbook and comparing it to the balance reflected on the FO's bank statement.
- Bank reconciliation is one of the most important internal control systems for FOs and can help the FO detect fraud or genuine error.

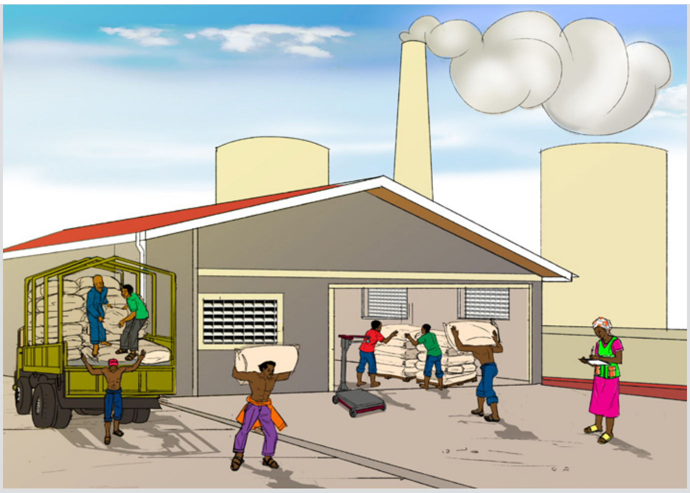
Session 3

Financial controls

Activity 1: Financial control case study

Instructions:

Read (or listen to) the following case study. While you read/listen, think about what financial controls this FO has (or doesn't have).



Gulu Millers is a farmer organisation in Northern Uganda dealing in millet. They are well known across the region for having the best millet. The FO Executive Board knows there has been an increase in the FO's client base and sales, but this additional income is not being reflected in the bank. The Executive Board decides to do an investigation to find out what is going on.

In their investigation, they found that the store manager had not been keeping receipts from each day's transactions, but rather only generating them when a client asked for one. This meant he was not keeping any record of how much millet had been sold each day.

The Board also found that at the end of the day, the store manager did not bank the cash immediately, but rather kept it in his desk drawer until the next morning. Sometimes the amount in the drawer the following morning was not the same amount as what he left there, but he would not alert anyone because he knew he would be blamed for the loss.

Sometimes one of the FO's founders comes at the end of the day and demands that the income from the day be given to him instead. He explains that he is going to deposit the money in his personal bank account, since he is one of the founding members of the FO and has the FO's best interests at heart.

In addition, because there was no petty cash system in place, a storekeeper sometimes used some of the money she collected from selling millet to buy lunch and refreshments for herself and some of her friends. She would not return the money used nor record it.

It was also discovered that the marketing committee chair was hiking the prices for some customers. He and the store manager would keep the difference between the standard price and the hiked price for themselves.

Finally, it was discovered that the finance manager would authorise payments for unknown goods and services, but then the procurement manager could not present evidence for what she had purchased with the cash which had been disbursed.

Discussion questions:

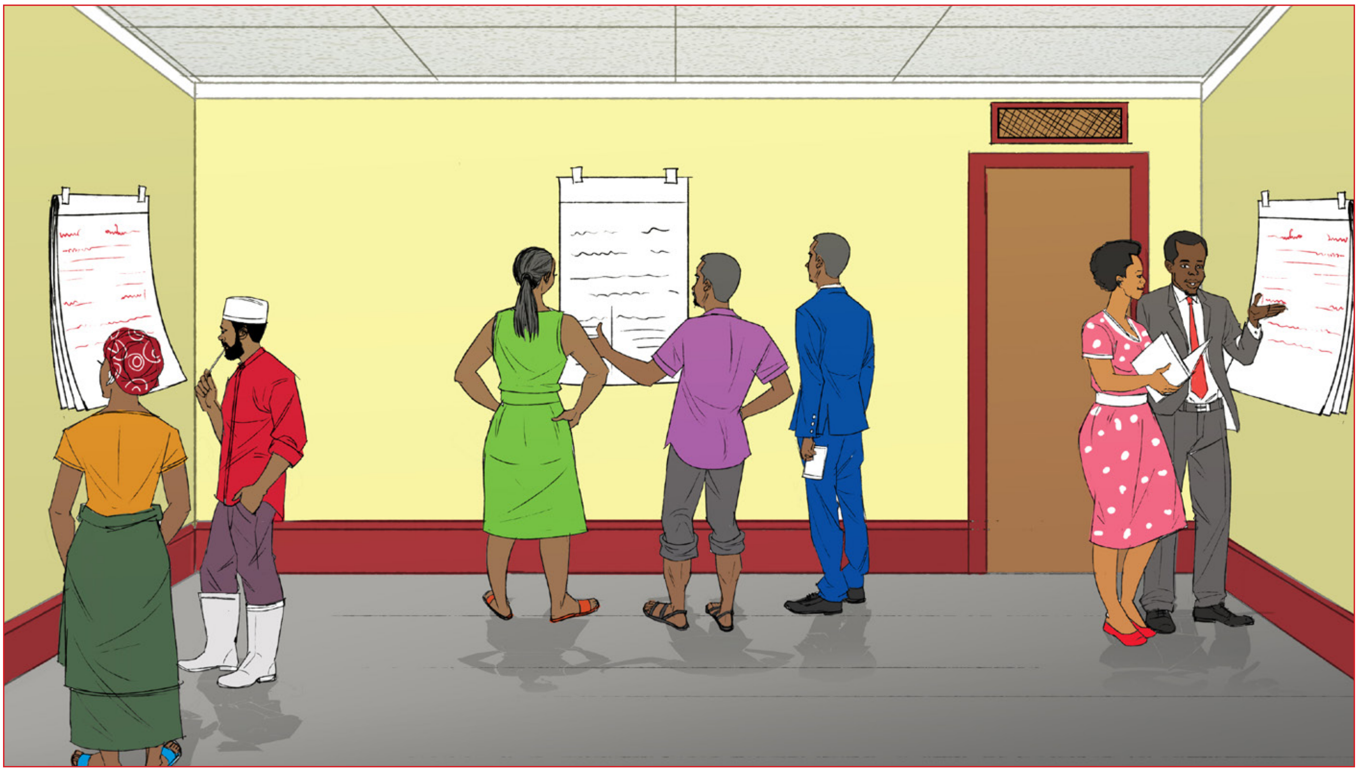
a. What is the Gulu Millers FO doing wrong in terms of financial control?

b. What should they do to get better financial control in their FO?

c. What bad financial control practices does your FO have? Is there anything that can done to fix these? What?

Key messages

- Poor financial control practices can lead an FO to make significant losses in their business.
- FOs can put different financial controls in place to ensure that their business runs smoothly and is not vulnerable to financial corruption.



MODULE 3:
Business planning

Objectives:

By the end of this module, participants should be able to:

- Determine what products/services the FO should offer to be a profitable, viable business
- Draft a business plan for their FO and consider how its activities will be financed
- Create an implementation (action) plan for achieving the business plan

Session 1

Business model canvas

Activity 2: Analyzing the FO's current products and services

Instructions:

Discuss whether your FO should CONTINUE offering your assigned product/service or DISCONTINUE offering it. Ask yourself the following questions and monitor how many times you answer "yes" to the questions below to help you come to a decision.

- Does this product/service make a profit? Is the revenue generated by it higher than the costs?
- Do we have the resources we need to offer this product/service? If not, can we get them?
- Do we have the human resources (labor capacity and skills) we need to offer this product/service? If not, can we get them?
- Are we filling a gap in the market with this product/service?
- Are we offering a product/service of better quality than our competitors?
- Do customers appreciate our product/service and are they willing to pay a profitable price for it?
- Do FO members enjoy offering this product/service to customers?

Circle One: We recommend continuing/discontinuing this product or service in our FO.

Justification:

____

____

____

Activity 3: Business model canvas creation

Instructions:

Look at the business model canvas template. Use it to help you create a business model canvas for each of the products/services your FO plans to offer customers.

The business model canvas

<table>
<tr><th colspan="5">Name of the product/service the FO will sell:</th></tr>
<tr>
<td rowspan="2">Key partners

• List all the key partners required to successfully deliver the product/ service.

• These partners must be committed to working with the FO.</td>
<td>Key activities

• List all the things that need to be done to ensure that the product/service can be delivered.

• Determine the timelines within which the activities must be done.

• Include at least one responsible person for each activity.</td>
<td rowspan="2">Value proposition

• What value will we provide for FO members and other community members by offering this product/ service?

• How will we compare to our competitors who offer a similar product/ service?</td>
<td>Customer relationships

• How will the FO manage relationships with its clients (both FO members who are clients as well as other community members who are clients)?</td>
<td rowspan="2">Customer segments

• Which clients will get the most value from the product/ service and thus will be willing to pay the highest price for the product/service? These are our ideal target clients.</td>
</tr>
<tr>
<td>Key resources

• List all resources that are required for the FO to deliver the service. Consider financial, material and human resources.</td>
<td>Communication channels

• What are the channels of communication that the FO will use to maintain client communication?</td>
</tr>
<tr>
<td colspan="2">Costs:

• What will the Key Activities and Key Resources cost?

• What other costs will there be for this product/service?</td>
<td colspan="3">Revenue:

• What is the price that our target clients are willing to pay for the product/service?

• How much of the product/service can we sell?

• What total revenue and profit can we expect?</td>
</tr>
<tr>
<td colspan="5">Are the revenues greater than the cost?

Analysis: In order to be profitable, the revenue must be higher than the costs. If not, the model needs to be revised or the FO must have another compelling reason to still carry out the activity.</td>
</tr>
</table>

Key messages

- The business model canvas can be used to assess the feasibility of a business idea. It helps estimate the necessary activities and resources needed to offer the product/service, as well as the partnerships needed and communication channels to use. It also helps an FO think about who the potential customers for the product/service are.
- When developing services or products, the FO should also seek to generate value for clients (whether internal or external). It should seek to offer a product/ service that customers value and are willing to pay for. These aspects are also examined in the business model canvas.
- FOs must always examine every business idea carefully and decide if the revenues it will generate will be higher than the costs needed to offer it.

Session 2

Revising FO goals and SWOT analysis

Activity 1: Revising the FO's SWOT analysis

Instructions:

Read the following information to remember what SWOT means.

SWOT stands for:

S= Strengths: are within the control of the FO and should be used to make the business a success and make the weaknesses less damaging.

W= Weaknesses: are within the control of the FO and should be eliminated if possible.

O= Opportunities: are positive or favorable factors in the environment which the FO should make use of or which make a new business idea potentially successful. They are possibilities that the FO might not have exploited yet. They are, however, mostly beyond the control of the FO.

T= Threats: are negative or unfavorable external factors in the environment and normally beyond the control of the FO. They negatively affect the business, if they are not eliminated or overcome. Threats differ from weaknesses in that they are beyond the control of the FO. The purpose of analysing threats is to look for ways to avoid them or try to lessen their impact.

Instructions:

As a group, you are going to revise the FO's SWOT. Think about the SWOT you created for your FO in Part 1 of the training. What changes have happened since? Look at the questions below to guide your discussions as you update the FO's SWOT.

S(trengths) • Do you still feel that the FO has the same strengths? If yes, which? If not, which are no longer strengths? • Do you feel that the FO has gained additional strengths since last time? What?	**W**(eaknesses) • Do you still feel that the FO has the same weaknesses? If yes, which? If not, which are no longer weaknesses? • Has the FO turned any former weaknesses into strengths? Which? • Do you feel that the FO has additional weaknesses since last time? What?
O(pportunities) • Do you still feel that the FO has the same opportunities? If yes, which? If not, which are no longer opportunities? • Do you feel that the FO has gained additional opportunities since last time? What?	**T**(hreats) • Do you still feel that the FO has the same threats? If yes, which? If not, which are no longer threats? • Have any of the FO's former threats turned into opportunities? • Do you feel that the FO has additional threats since last time? What?

Instructions:

After whole group discussions, copy the FO's revised SWOT Analysis in the template below:

S(trengths)	**W**(eaknesses)
O(pportunities)	**T**(hreats)

Activity 2: Revising the FO's goals

Instructions:

Read the following information to remember what SMART goals are and write down your FO's revised SMART goals for the next six months.

Setting goals

A **goal** is something that we want to do, have or be in the future that we work to achieve.

Goals are important because they give you a sense of purpose and direction. They help you focus your hard work on something you know you want to achieve. Goals help you stay motivated. Goals can be revised and updated routinely, to keep the FO motivated and to reflect the current reality in the FO.

SMART goals

S – Specific: This means that the goal says exactly what you seek to achieve. It should not be unclear or very general.

M – Measurable: This means there is a way to measure (know) if the goal has been achieved.

A – Achievable: This means that the goal is possible for you to reasonably achieve, taking your available resources and time into consideration.

R – Relevant: This means that the goal should be relevant to the FO's overall vision.

T – Timebound: This means that the goal has a specific time period during which it should be achieved.

An example SMART goal

SMART goal: We will increase our FO's production of oilseed by 20% within 2 seasons.

- This goal is SPECIFIC because it tells exactly what the FO wants to do – increase their oilseed production by 20%.
- This goal is MEASURABLE because it will be easy to tell if it was achieved. If the FO's production increases by 20% after 2 seasons, we will know that the goal was achieved.
- This goal is ACHIEVABLE because increasing oilseed production by 20% is a realistic goal – it is not too ambitious and it is not too easy. The time period for achieving it is also long enough that the FO must increase production by 10% each season to make it happen.
- This goal is RELEVANT because the oilseed production is something that the FO already does.
- This goal is TIMEBOUND because it tells the time period during which the goal should be achieved (2 seasons).

Our FO's revised SMART goals:

1. ______________________________
____

2. ______________________________
____

3. ______________________________
____

4. ______________________________
____

5. ______________________________
____

6. ______________________________
____

Key messages

- An FO should assess its strengths, weaknesses, opportunities, and threats (SWOT) often, as they may change over time.
- Understanding the FO's strengths and opportunities is important because it can help the FO to exploit them to their benefit.
- Understanding the FO's weaknesses and threats is important because it can help the FO to reduce them or eliminate them.
- Being aware of the FO's SWOT is important for goal setting because the FO can set goals which leverage their strengths and take advantage of opportunities. The FO can also set goals aimed at turning their weaknesses into strengths.
- All goals should be SMART – specific, measurable, actionable, relevant and timebound.
- FOs should set both production and non-production goals. Their production goals should be ambitious, but realistic.

Session 3

Introduction to business planning

Activity 1: The importance of a business plan

Instructions:

Read the following information to help you remember the purpose, importance, and components of a business plan.

Participant's notes

Business plans

a. What is a business plan?

- A business plan is a document which explains where the business is coming from, where it is now and where it intends to go.
- A business plan is the process of reviewing a business's past and present performance and setting future goals.
- A business plan is a formal statement of business goals, reasons they are attainable, and plans for reaching them.

b. Why should an FO have a business plan? What is its purpose?

- A business plan provides a roadmap for the growth of an FO.
- A business plan can be used as a communication tool for understanding the FO's business.
- A business plan can be used for sourcing external finances/investment.
- A business plan can be used as a monitoring tool (e.g., for assessing whether the goals the FO had set have been achieved or not).
- A business plan helps the FO gain a better understanding of the market environment.
- A business plan helps to keep focus on key and priority areas of the business.

c. What are some components of a business plan for an FO?

- The background of the FO
- The products and services the FO offers
- The technical needs of the FO
- The human resources within the FO
- The finances of the FO (what the FO plans to make in profit and the money they might need to raise in investment)
- The risks the FO anticipates and how it plans to reduce/mitigate them

Activity 2: Components of a business plan

Instructions:

Review each component of a business plan to prepare to draft a business plan in the next session.

Part 1: The background of the FO

The FO should try to reflect on its journey and describe who it is. It should answer the following questions:

- Who are we?
  - Where are we located?
  - When did we start our business?
  - Who owns the FO? Who are our members? How many are we? How many are males/ females? How many are youths?
- What is our vision? What is our mission?
- What are we passionate about? What are our values?
- What are our overall goals?
- What have we achieved towards our goals so far? What have we learnt?

Part 2: Marketing plan

This section should explain the 5Ps of marketing (Product, People, Price, Place and Promotion) for **EACH** product/service the FO offers:

Marketing aspect	Our marketing plan
Product	The Product we will offer is: It is unique because:
People	The People we will sell our Product to are:
Price	The Price for the Product will be (Be specific depending on who the customer is):
Place	The Place where we will sell the Product will be (Be specific depending on who the customer is):
Promotion	The Promotion we will use to sell the Product will be (Be specific depending on who the customer is):

Part 3: Technical aspects

This section should go into detail about the material resources that will be needed for the FO's operations. Include information about:

- What raw materials the FO will need and how it will access them
- What basic services (electricity/water/transportation) the FO will need and how it plans to access them
- What facilities (warehouse, office, etc.) the FO will need and where it will get them

Part 4: Management and manpower

This section should go into detail about the human resources that will be needed for the FO's operations. Include information about:

- Who is on the executive board and why these people can be trusted to oversee the FO's overall operations
- Who will manage the FO on a daily basis and why these people can be trusted to oversee the FO's daily operations
- How these people will be hired/selected (by FO management, by a management committee, etc.)
- Each executive board member/manager's name, role, qualifications, and experience
- Each salaried employee
- Each FO committee including the purpose of the committee and its members

Part 5: Finances

The finances section is one of the most important sections in the business plan, especially if the business will be looking for investment from others. This section shows the amount of capital that is required to produce and deliver the FO business's product/services as well as the current deficit (if any) and how that deficit is going to be covered. It also shows the profit that is expected, which is important both for the FO and potential investors/lenders.

First, show the **costs associated with each product/service and how much profit is anticipated to be made**. For EACH product/service, explain:

- The estimated profit per unit of the product/service
- Our total sales goal for the product/service
- Our total profit goal (the profit of each unit X the total sales goal)
- What we have achieved so far towards our sales and profit goals

Next, show the **overall costs and profitability** for running the FO's business:

- How much money do we need to cover all our business ventures (for the cost of all our products and services)?
- How much money do we need to cover our overhead expenses?
- What is the total amount we need? How much of that money do we already have? Is there a deficit? How are we going to cover the deficit?
- How much total profit are we going to make? How are we going to know we have made profits (financial statements)?

Part 6: Risk management

Risks are unavoidable and could have a negative effect on the FO business while it implements the business plan. This section gives the FO the opportunity to identify possible risks in advance and determine strategies for mitigating or reducing the effects of the risks to the business. Risks to consider may include:

- **Financial risks** (maintaining a good cash flow, managing money responsibly, etc.)
- **Operational risks** (weather/climate hazards, equipment breakdowns, producers not fulfilling obligations, employee error, etc.)
- **Reputational risks** (customer dissatisfaction, low quality of products/services, etc.)
- **Compliance/legal risks** (tax compliance, contractual breaches, etc.)

Part 7: Implementation (action) plan

This is the outline of the different activities which will be undertaken to make the business plan happen. A business plan is nothing without a clear roadmap of the specific activities for achieving the objectives as spelt out in the business plan.

Implementation (action) plan								
No.	Activity	Timeframe		Human resources needed	Material resources needed	Source of material resources	Responsible person	Remarks/ comments
		Start	End					
1.								
2.								
3.								
4.								
5.								

Key messages

- A business plan is a roadmap for the success of an FO.
- A business plan helps to clarify the vision and mission of the FO. It can be used as a point of reference for the FO to know what their goals are and how they are planning to do business.
- A business plan can be used to help generate external funding, and as a communication tool with both FO members and external people.
- A business plan usually consists of the background of the business; information about the products and services it offers; information about the people who work there and the technical aspects of the business; information on profitability and finances of the business; a risk management plan; and an implementation plan for achieving the business plan.

Session 4

Creating a business plan for the FO

Activity 1: Drafting a business plan

Instructions:

Use the following template to think through each component of a business plan for your FO. Use the descriptions of each business plan component on pages 60-64 of this Participant Handbook to guide you on what to write in each section.

Business plan template

The background of the FO
Name:
Location:
Founding year:
Owners (names, roles):
Leadership (names, roles):
Members (number, male/female, youth):
Vision:
Mission:
Our values:
Our goals:
What we have achieved so far:
Marketing plan
Product/service #1:
Product:
People:
Price:
Place:
Promotion:

Product/service #2:

Product:

People:

Price:

Place:

Promotion:

Technical aspects

Raw materials needed for our operations:

Basic services needed for our operations:

Facilities needed for our operations:

Management and manpower

Executive board members (names, responsibilities, previous experience, skills, why they can be trusted):

Managers (names, responsibilities, previous experience, skills, why they can be trusted):

Committees (member names, responsibilities, previous experience, skills, why they can be trusted):

Another other salaried employees (names, responsibilities, previous experience, skills, why they can be trusted):

Hiring processes:

Finances

For each product/service:

- The estimated profit per unit of the product/service
- Our total sales goal for the product/service
- Our total profit goal (the profit of each unit X the total sales goal)
- What we have achieved so far towards our sales and profit goals

Overall costs and profitability for running the FO's business:

- Total amount needed to cover all business ventures (the cost of all products and services):
- Total overhead expenses:
- Total financing needed:
- Total amount FO currently has:
- Plan for covering any deficit in total needed (external funding, raising member fees, etc.):
- Total profit expected for all FO business ventures:
- How the FO will know it made profits:

Risk management

Potential risk	Mitigation strategy

Implementation (action) plan

Implementation (action) plan								
No.	Activity	Timeframe		Human resources needed	Material resources needed	Source of material resources	Responsible person	Remarks/ comments
		Start	End					
1.								
2.								
3.								
4.								
5.								

Key messages

- The owners of a business are responsible for the development of their business plan.
- All members of an FO should understand the content of their FO's business plan and should be committed to its implementation.

Session 5

Business plan financing and risk management

Activity 2: Financing the business plan

Instructions:

Consider how the FO will finance the business plan. Ask yourself the following questions.

Discussion questions

a. Should the FO use membership fees to pay for the business plan?
   - Are fees already being collected? How much? Should we raise the fees? By how much?
   - Are some members not paying the fees? How can we collect them?
   - What will the FO do to show members that their fees are being used wisely so that they are more willing to pay?
   - How much of the business plan can be financed by membership fees?

b. Should the FO seek external investment?
   - From whom/where? How much?
   - How will the FO secure this funding?
   - What profit-sharing will this investment entail? Is it worth it?

c. Should the FO seek loans?
   - From whom/where? How much?
   - How will the FO secure this funding?
   - What interest rate will it carry? Is it worth it?
   - Can the FO handle the repayment schedule?

Key messages

- A business plan is a living document. It should be reviewed and updated regularly to ensure it reflects the current intentions and plans of the FO.
- A business plan means nothing if there is not enough money available to achieve its plans. FO leadership must devise a method for funding the activities that the FO wants to achieve, either through its own revenues, membership fees, external investment, or loans.
- A critical part of the business plan is to anticipate risks that the FO may face when implementing it. FO members and potential investors/lenders will want to know that the FO has contemplated the risks and has a plan in place for reducing or mitigating each risk.
- A risk management plan should be included in the business plan and shared openly. It is not a weakness to admit risks – it is a strength to recognise them and plan how to handle them if they do arise.

Session 6

Taking action

Activity 1: Implementation (action) plan creation

Instructions:

Complete an implementation (action) plan for achieving the FO's business plan.

Implementation (action) plan								
No.	Activity	Timeframe		Human resources needed	Material resources needed	Source of material resources	Responsible person	Remarks/ comments
		Start	End					
1.								
2.								
3.								
4.								
5.								
6.								
7.								
8.								
9.								
10								

Key messages

- "Failure to plan is planning to fail". It's important for an FO to plan how they will achieve their business plan by creating and following an implementation (action) plan.
- Implementation (action) plans should be specific, realistic, include the activities which will lead to their goals and the timeframe for achievement. People should be assigned to each activity so that there is accountability.
- A business plan's implementation (action) plan needs to be reviewed regularly to ensure that it is on track. It is also a living document which should be updated and revised over time to reflect current realities.

Participants Handbook

Deutsche Gesellschaft für Internationale
Zusammenarbeit (GIZ) GmbH
Registered offices Bonn and Eschborn, Germany
Friedrich-Ebert-Allee 36 + 40
53113 Bonn, Germany
T +49 228 44 60 - 0
F +49 228 44 60 - 17 66
E info@giz.de
I www.giz.de
Dag-Hammarskjöld-Weg 1 – 5
65760 Eschborn, Germany
T +49 61 96 79 - 0
F +49 61 96 79 - 11