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| **Asal Agriculture Cooperative Ltd.**  **RajapurMunicipality-1, Daulatpur, Bardiya** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Asal Agriculture Cooperative Ltd.is established in 2070 , registered under Cooperative Act. It is located in RajapurMinicipality -1, Bardiyai. Its working area covers ward-1 & 3of Rajapur Municipality. Nos of total general members are339. Detailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | | |
|  |  | M | F | M | F | M | F | M | F | M | F | Total |
| 1 | General Members | 8 | 10 | 74 | 243 | 1 | 3 |  |  | 83 | 256 | 339 |
| 2 | Group |  |  |  |  |  |  |  |  |  |  |  |
|  | **TOTAL** | **8** | **10** | **74** | **243** | **1** | **3** | **0** | **0** | **83** | **256** | **339** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt | 35 | 45 | 78% | | Financial Status | 19 | 30 | 63% | | Governance | 24 | 35 | 69% | | Products/ Services | 7 | 10 | 70% | | Revolving Fund (RF) Mgmt. | 19 | 20 | 95% | | Staff and Office management | 9 | 10 | 90% | | TOTAL | **113** | **150** | **75%** | |  |

# Governance

Participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption throughIt submits report to GNI. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| C | **Governance** | **24** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 2 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 1 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 1 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 1 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 2 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

The cooperative has used Accounting software “GURU” side by side they have maintained manual ledger. The very Objective of software installation to increase efficiency is yet to achieve. More, Manager is busier to maintain books of accounts in dual mode. Manual ledgers are updated, based on double entry book keeping system when the transaction is occurred; subsidiary ledgers are maintained. Pass book is updated on timely basis. Budgetary control and advance management require attention. Reporting and control on financial transactions are to be institutionalized. They do not practise preparing loan follow up and monitoring report. loan documentation is satisfactory

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **35** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 2 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 3 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 1 | 1 |
| 7 | Transaction made through cash or cheque | 1 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 2 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 1 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 3 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 1 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 2 | 2 |
| 17 | Accurately ledger posting | 2 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 2 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 2 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity to monitor books of Accounts.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Staff and Office management** | **9** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 1 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 1 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Training received by committee / sub committee members and staff last year | | | | |
| Name of the training | **No. of training** | **No. of participants** | **Training period** | **Staff or committee & SC members** |
| Accounting Training | 1 | 2 | 3 ay | staff |
| Computer SoftwareTraining | 2 | 2 | 2 Day | Staff |
| TOTAL | **3** | **4** |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | RamesharTharu | M | Chairpersan | 10 |
| 2 | Indradevi Chaudhary | F | Vice Chairparson | 5 |
| 3 | Rameshwar Chaudhary | M | Secretary | 10 |
| 4 | Uma Chaudhary | F | Treasurer | 10 |
| 5 | SabitriKarki | F | Member | 8 |
| 6 | GulpiTharu | F | Member | 8 |
| 7 | ShukhaliyaTharu | M | Member | 5 |
| 8 | Rup LalTharu | M | Member | 5 |
| 9 | PhularaniTharu | F | Member | 5 |

# Products and Services

The cooperative service has provided saving and credit to its members, in addition other service has been provided, in fact other lines of business like Milk collection center (Dairy)has been started. Other than regular products, cooperative is also conducting cooperative education campaign. Dividend and patronage capital refund have not been distributed as per bye laws.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **7** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 1 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 1 | 1 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| SAVING PRODUCT | | | | | | | |
| S.NO. | Savings Type | No. of savers | Minimum savings balance | How to deposit (annual, monthly, weekly or at a time) | Interest rate per annum | How and when the savings can be with drawn | Balance as of Mid-July, 2019 |
| 1 | Regular Saving | 339 | 100 | Monthly | 9% | NO | 1,613,964 |
| 2 | General Saving | 71 | 100 | Not applicable | 9% | Yes | 1,449,107 |
|  | **Total** | **410** |  |  |  |  | **3,063,072** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S.NO. | Type of Loan | No. of Borrower as of Mid July 2019 | Balance as of Mid-July 2019 | Interest Rate per Annum | Maximum Loan Ceiling | Loan Period | Installment Type |
| 1 | BangurPalan Loan | 2 | 47868 | 6% | 42000 | 30 Month | Monthly |
| 2 | BoilarPalan Loan | 1 | 22000 | 6% | 42000 | 18 Month | Monthly |
| 3 | BakhraPalan Loan | 10 | 142426 | 6% | 42000 | 30 Month | Monthly |
| 4 | Besness Loan | 53 | 1210643 | 15% | 50000 | 9 Month | After final date of loan issues date. |
| 5 | Home Loan | 15 | 398282 | 15% | 50000 | 9 Month | After final date of loan issues date. |
| 6 | BhaushiPalan Loan | 14 | 421133 | 6% | 42000 | 30 Month | Monthly |
| 7 | Phresh House Loan | 1 | 34675 | 6% | 42000 | 18 Month | Monthly |
| 8 | Agriculture Loan | 78 | 2740796 | 15% | 50000 | 9 Month | After final date of loan issues date. |
|  | **Total** | **174** | **5017823** |  |  |  |  |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. For administration of loan, loan is disbursed based on business plan of approved individual borrower @ 6 % P.A. . The cooperative has disbursed nealry100% of received amount as RF (as of Mid-July 2019). Reporting to partner organization on RF is made on regular basis. Information on loan from RF is to be made more accurate and systematic

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |

# Revolving fundFinancial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. **2,954,325,** the same amount is recorded by GNI. However, audited financial statement does not separately categorize RF grant. As per Audited Financial statement(for FY 2075/76), total grant Rs. 3,664,215 has been transferred to General Reserve. This Grant amount constitutes other capital Grant (as in the table below). Segregation of the grant into RF grant and other capital grant tally with the RF grant as recorded by GNI. All of the RF grant has been disbursed to the beneficiaries (list is annexed as RF borrowers below).

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Grant Amount in Audit report | | | | | |
| FY | **Grant details** | | | | |
| **RF Grant** | **Computer & Printer** | **Building** | **Milk collection tools** | **Total Grant In annex transferred to General Reserve** |
| 70071 | 84,000 | 0 | 0 | 0 |  |
| 71072 | 982422 |  |  |  |  |
| 72073 | 343253 |  |  |  |  |
| 73074 | 1056301 | 53690 |  |  |  |
| 74075 | 398349 |  |  |  |  |
| 75076 | 90000 |  | 500000 | 156200 |  |
| Total | **2954325** | **53690** | **500000** | **156200** | **3,664,215** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S no | fiscal year | MOUamount | received date | voucher # | received amount | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 1 | 2070/2071 | 84,000 | 9/9/2070 | 4 | 84,000 |  | 84000 |
| 2 | 2071/2072 | 929,042 | 9/23/2071 | 36 | 929,042 | 31 | 929042 |
| 3 | 2071/2072 | 53,380 | 2/16/2072 | 103 | 53,380 | 5 | 53380 |
| 4 | 2072/2073 | 343,253 | 8/27/2072 | 61 | 343,253 | 15 | 343253 |
| 5 | 2073/2074 | 211,470 | 9/14/2073 | 62 | 211,470 | 6 | 211470 |
| 7 | 2073/2074 | 803,503 | 12/7/2073 | 163 | 803,503 | 32 | 803,503 |
| 8 | 2073/2074 | 41,328 | 2/28/2074 | 222 | 41,328 | 2 | 41,328 |
| 9 | 2074/2075 | 217,455 | 5/28/2074 | 45 | 217,455 | 7 | 217,455 |
| 10 | 2074/2075 | 128,037 | 6/24/2074 | 60 | 128,037 | 4 | 128,037 |
| 11 | 2074/2075 | 52,857 | 3/27/2075 | 280 | 52,857 | 2 | 52,857 |
| 14 | 2075/2076 | 90,000 | 3/30/2076 | 364 | 90,000 | 9 | 90,000 |
|  |  | **2,954,325** |  |  | **2,954,325** | **113** | **2,954,325** |

# Financial Status

Overall, financial ratio based on assessed indicators is not satisfactory; delinquency ratio. Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Growth indicators and profitability indicators are satisfactory

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **19** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 2 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 2 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 3 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017 | FY 2018 | FY 2019 |
| Allowance of loan losses/Total outstanding loan | 4% | 4% | 4.30% |
| Total loans/Total assets | 83% | 85% | 60% |
| Total savings /Total assets | 19% | 30% | 37% |
| External loans/Total assets | 0% | 0% | 0% |
| Total share/Total assets | 11% | 12% | 10% |
| Institutional capital/Total assets | 13% | 14% | 56% |
| Delinquency loans/Total loan portfolio | 0% | 0% | 16% |
| Non-earning assets/Total assets | 17% | 15% | 40% |
| Operating expenses/Total assets | 4% | 4% | 6% |
| Liquidity reserve/Savings deposits | 6% | 6% | 13% |
| Growth in Members |  |  | 5% |
| Growth in Total assets |  | 47% | 39% |
| OSS (Operating Self Sufficiency) | 145% | 161% | 130% |
| % Loan Bad loan |  |  | 3% |

# Recommendation

* Increase Saving and take appropriate action to decrease bad debt.
* Make gradual plan to completely base on only computerized accounting software increasing efficiency and effectiveness of maintaining books of accounts process
* Manager has to be provided with advanced financial management training with further knowledge of accounting control and interpretation of financial statement; Training on accounting system to Executive committee, and training on accounting control and internal auditing for Account Supervisory Committee.
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism

# Annex

# Performance Assessment Score

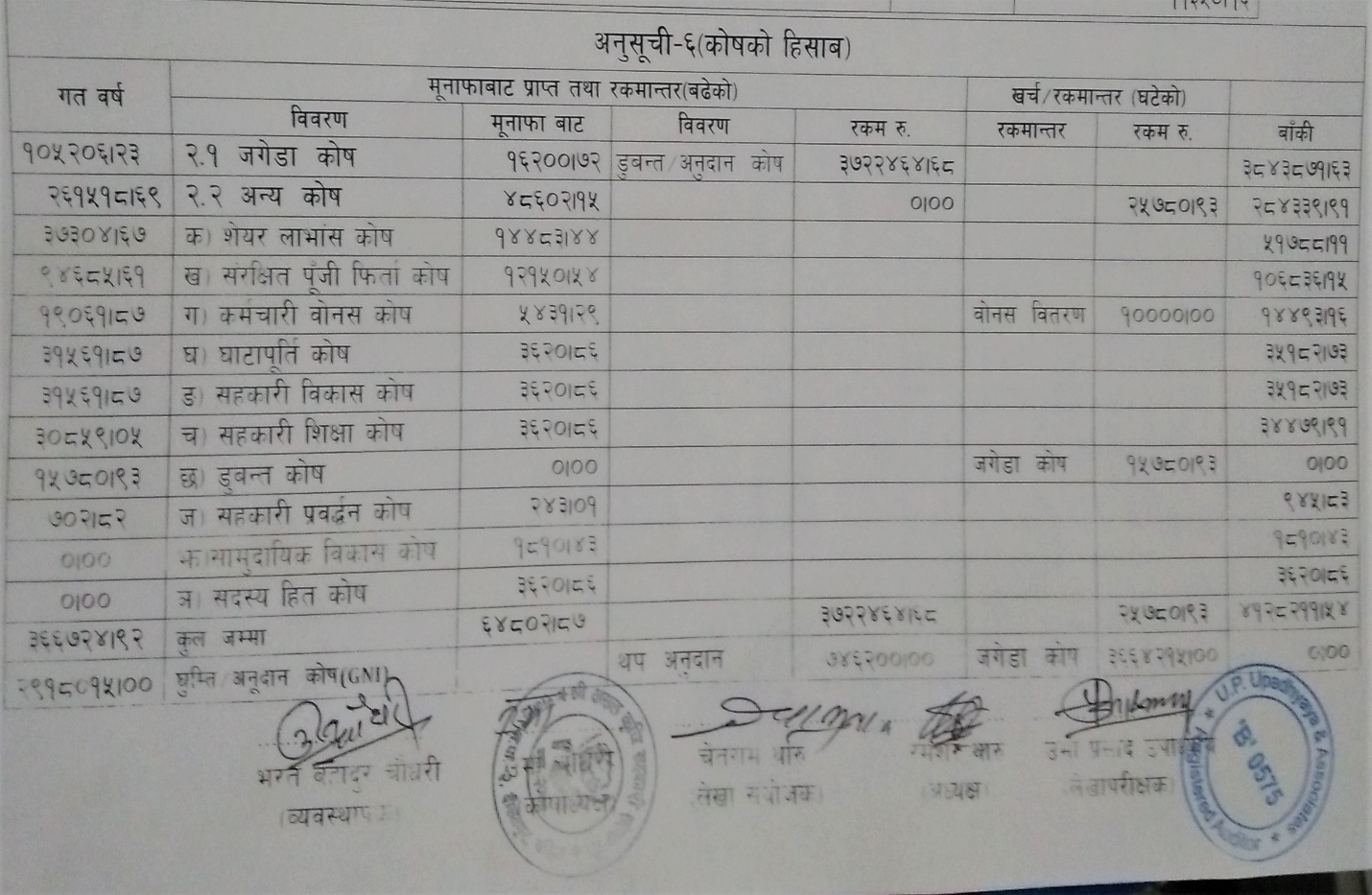
|  |  |  |  |
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| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **35** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 2 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 3 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 1 | 1 |
| 7 | Transaction made through cash or cheque | 1 | 2 |
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| 12 | Is computerized accounting software installed? | 1 | 1 |
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| 17 | Accurately ledger posting | 2 | 2 |
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| 19 | Is action taken for delinquent borrowers | 2 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 2 | 2 |
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| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
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| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
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| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
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| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 1 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 2 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **7** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 1 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 1 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
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| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **9** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 1 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 1 | 2 |
|  | **Grand Total** | **113** | **150** |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
|  | **FY 2017** | **FY 2018** | **FY 2019** |
| Particulars | 2017 July 16 | 2018 July 16 | 2019 July 16 |
| Assets |  |  |  |
| Cash Balance | 83,188.75 | 75,008.75 | 73,605.97 |
| Bank Balance | 168,011.00 | 293,410.00 | 993,352.00 |
| other Current Assets | - | 1,500.00 | 1,500.00 |
| Outstanding Loan | 3,406,853.00 | 5,129,057.00 | 5,017,823.00 |
| other Investment | - | 2,000.00 | 3,700.00 |
| loss | - | - | - |
| Fixed Assets | 440,952.59 | 524,678.21 | 2,258,093.36 |
| TOTAL ASSETS | **4,099,005.34** | **6,025,653.96** | **8,348,074.33** |
| Liabilities | - |  |  |
| Share capital | 470,000.00 | 733,000.00 | 872,000.00 |
| Grant -GNI | 2,519,666.00 | 2,918,015.00 | - |
| Other Grant | - | - | - |
| TOTAL GRANT | **2,519,666.00** | **2,918,015.00** | **-** |
| General Reserve | 58,351.58 | 105,206.23 | 3,843,871.63 |
| loan loss reserve | 126,718.53 | 204,290.57 | 215,647.73 |
| other reserve | 150,954.74 | 261,518.68 | 284,339.91 |
| External loan from other institutions | - | - | - |
| savings and deposits | 770,609.49 | 1,794,312.02 | 3,063,071.67 |
| Payable | 2,705.00 | 9,311.46 | 69,143.39 |
| short term liabilities (Supp# Payable) | - | - | - |
| Other liabilities (Suspense) |  |  |  |
| TOTAL LIABILITIES AND CAPITAL | **4,099,005.34** | **6,025,653.96** | **8,348,074.33** |

|  |  |  |  |
| --- | --- | --- | --- |
| Income Statement | | | |
| INCOME | **FY 2017** | **FY 2018** | **FY 2019** |
| Interest income | 320192 | 461,280.00 | 618,477.00 |
| service fee | 16634.75 | 26,795.00 | 27,350.00 |
| Other income (penalty/ entrance fee etc.) | 39,099.00 | 69,379.00 | 62,615.00 |
| Income from other business operation ( fertilizer sale for e.g.) | - | - | - |
| .. | - | - | - |
| Administrative Grant-GNI | 26,000.00 | 61,300.00 | 70,510.00 |
|  | - | - | - |
| .. | - | - | - |
| TOTAL INCOME | **401,926** | **618,754** | **778,952** |
| Interest expenses-saving | 50,579.49 | 106,829.99 | 191,754.21 |
| Saving return cash | - | - | - |
| Loan loss provision | 95,239.89 | 77,572.04 | 11,357.16 |
| Salary expenses | 66,000.00 | 105,000.00 | 175,500.00 |
| Administrative expenses | 9,850.00 | 8,670.00 | 7,240.00 |
| Depreciation | 24,072.37 | 27,874.37 | 140,586.61 |
| Program Expenses | 47,327.00 | 85,089.00 | 166,100.47 |
| Interest expenses-outstanding loan | 13,410.00 | 20,300.00 | 18,200.00 |
| Expenses for other business operation ( fertilizer for e.g.) | - | - | - |
| TOTAL EXPENSES | **306,479** | **431,335** | **710,738** |
| PROFIT/LOSS | **95,447** | **187,419** | **68,214** |
| TAX |  |  |  |
| PROFIT AFTER TAX | **95,447** | **187,419** | **68,214** |

# Audit Report



|  |
| --- |
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|  |
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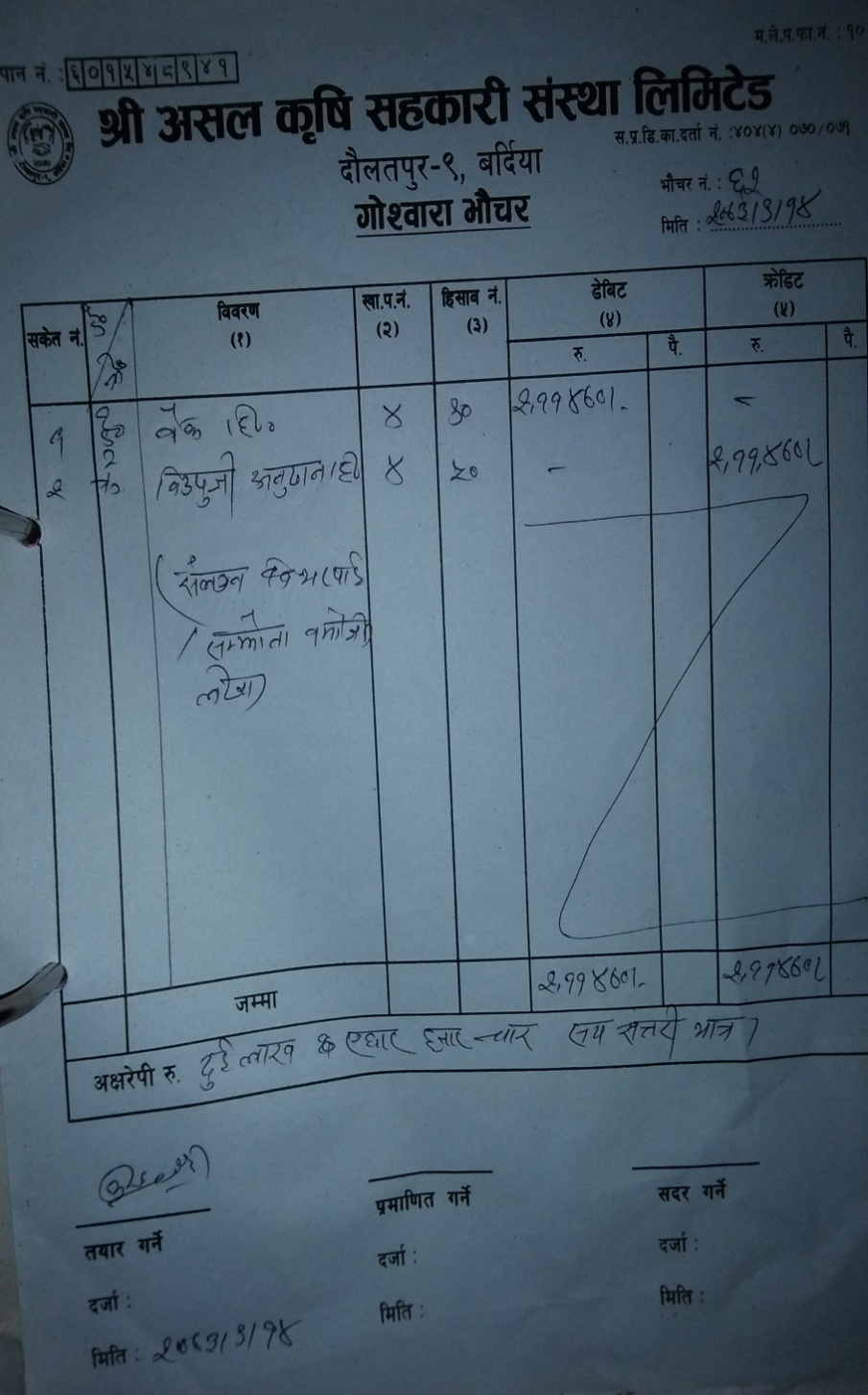
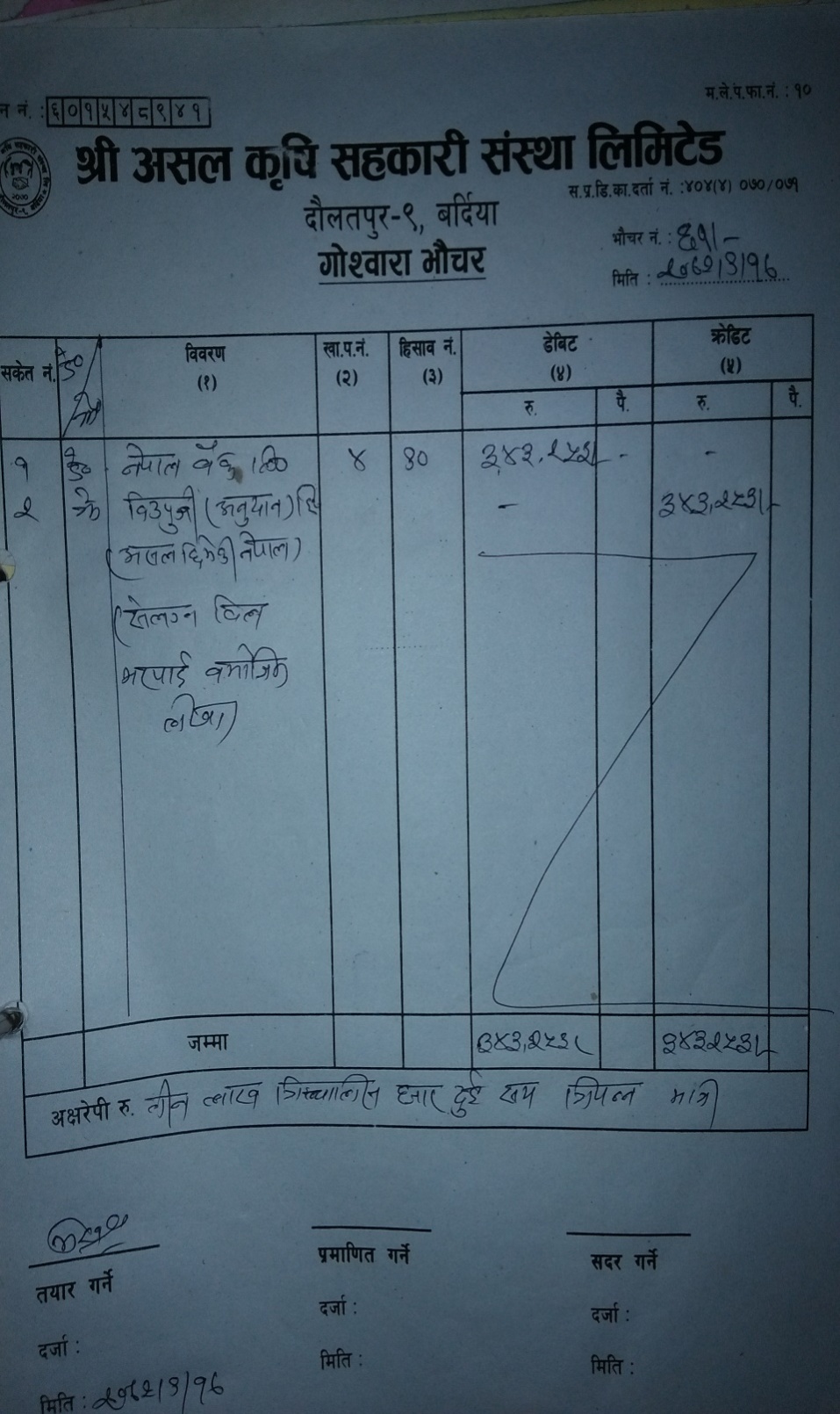
# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-1 &2 Journal Voucher & Deposit Slip, Bank statement

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Asa Agro coopes _Bardiya\Supporting Docs\JV\IMG20191212111452.jpgD:\Cooperative Assessment\Bardiya\Asa Agro coopes _Bardiya\Supporting Docs\JV\IMG20191212111515.jpg |
| D:\Cooperative Assessment\Bardiya\Asa Agro coopes _Bardiya\Supporting Docs\Bank statement\IMG20191212113124.jpg |

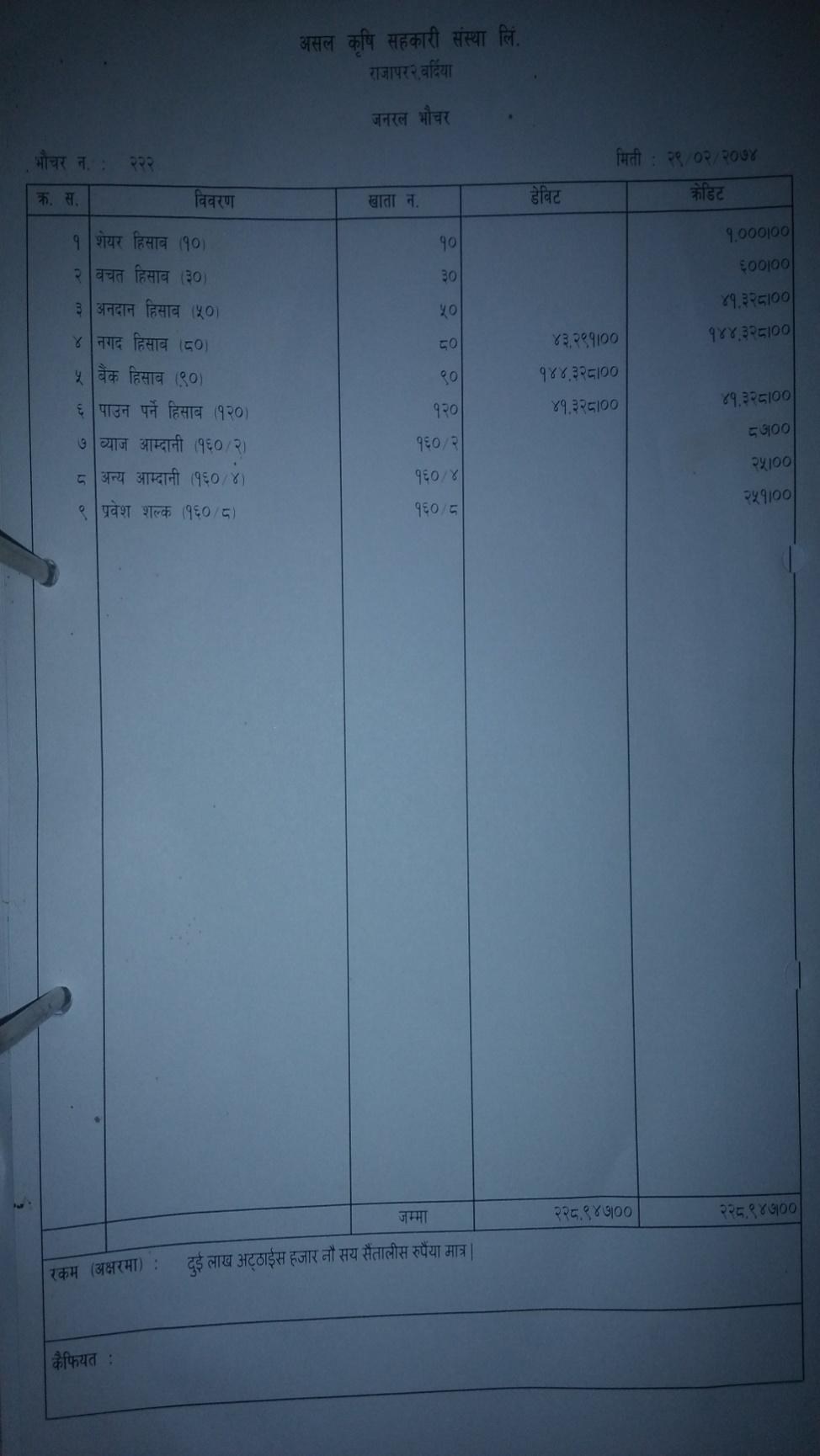
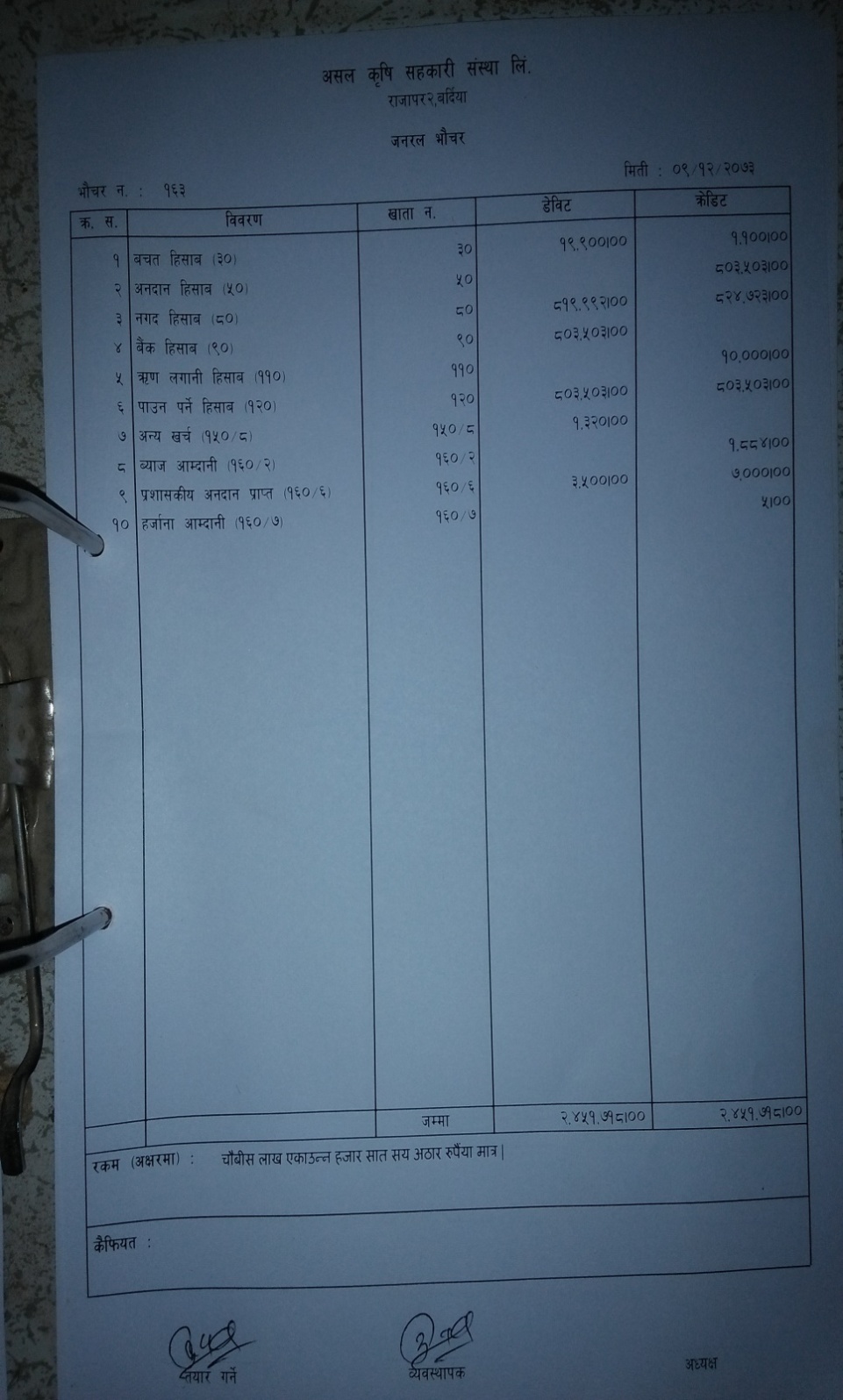
MOU-4 & 5 Journal Voucher

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MoU-7 & 8 Journal Voucher

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# RF Borrowers list

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S.No. | MoU no. | Name of the member | Address | Purpose/ Income Generating Activities | Disbursed Rs. | Repaid Rs. | Balance Rs. |
| 1 | 2 | Sadhana Chaudhary | Rajapur -1 Son | Bangurpalan | 36330 | 36330 | 0 |
| 2 | 2 | NarayandaviTharu | Rajapur -1 Son | Bangurpalan | 24066 | 24066 | 0 |
| 3 | 2 | SitaTharu | Rajapur -1 Son | Bangurpalan | 24066 | 24066 | 0 |
| 4 | 2 | ThaguwaTharu | Rajapur -1 Da. | Bangurpalan | 24066 | 24066 | 0 |
| 5 | 2 | KalicharanTharu | Rajapur -1 Da. | Tarkarikhati | 25277 | 25277 | 0 |
| 6 | 2 | KrishnabaliTharu | Rajapur -1 Da. | Bangurpalan | 36330 | 36330 | 0 |
| 7 | 2 | LautiTharu | Rajapur -1 Da. | Bangurpalan | 24066 | 24066 | 0 |
| 8 | 2 | MankumariShonaha | Rajapur -1 C. | Bakhrapalan | 42000 | 42000 | 0 |
| 9 | 2 | PhulKumaritharu | Rajapur -1 Son | Phresh House | 29652 | 29652 | 0 |
| 10 | 2 | Rampyaritharu | Rajapur -1 Son | Bangurpalan | 36330 | 36330 | 0 |
| 11 | 2 | Anita Tharu | Rajapur -1 Son | Bangurpalan | 42000 | 42000 | 0 |
| 12 | 2 | ChamkaniyaTharu | Rajapur -1 Son | Bangurpalan | 24066 | 24066 | 0 |
| 13 | 2 | PhulKumaritharu | Rajapur -1 C. | Bangurpalan | 24066 | 24066 | 0 |
| 14 | 2 | PhulraniTharu | Rajapur -1 Son | Bangurpalan | 24066 | 24066 | 0 |
| 15 | 2 | BideshniKumariTharu | Rajapur -1 Son | Bangurpalan | 36330 | 36330 | 0 |
| 16 | 2 | Raj KumariTharu | Rajapur -1 Son | BoilarPalan | 19496 | 19496 | 0 |
| 17 | 2 | Raj KumariTharu | Rajapur -1 Son | Bangurpalan | 24066 | 24066 | 0 |
| 18 | 2 | RamdulariTharu | Rajapur -1 Da. | BhaishiPalan | 42000 | 42000 | 0 |
| 19 | 2 | JugamaniTharu | Rajapur -1 Da. | BhaushiPalan | 42000 | 42000 | 0 |
| 20 | 2 | RameshworChaudhari | Rajapur -1 Da. | Tarkarikhati | 25277 | 25277 | 0 |
| 21 | 2 | RishmaniTharu | Rajapur -1 C. | Bangurpalan | 24066 | 24066 | 0 |
| 22 | 2 | KaleshuwaTharu | Rajapur -1 Da. | Tarkarikhati | 25277 | 25277 | 0 |
| 23 | 2 | Raja Ram Tharu | Rajapur -1 Da. | BoilarPalan | 27896 | 27896 | 0 |
| 24 | 2 | KhidiyaTharu | Rajapur -1 Da. | Tarkarikhati | 25277 | 25277 | 0 |
| 25 | 2 | ThaguwaTharu | Rajapur -1 Da. | Tarkarikhati | 25277 | 25277 | 0 |
| 26 | 2 | RamesharTharu | Rajapur -1 Da. | BoilarPalan | 34617 | 34617 | 0 |
| 27 | 2 | KrishnaduttTharu | Rajapur -1 Da. | Bangurpalan | 36330 | 36330 | 0 |
| 28 | 2 | LakhanLalTharu | Rajapur -1 Da. | Bangurpalan | 24066 | 24066 | 0 |
| 29 | 2 | ArjunbaliTharu | Rajapur -1 Da. | Bangurpalan | 24066 | 24066 | 0 |
| 30 | 2 | Mina Tharu | Rajapur -1 Son | Bakhrapalan | 42000 | 42000 | 0 |
| 31 | 2 | ChandrikaTharu | Rajapur -1 Son | BoilarPalan | 34620 | 34620 | 0 |
| 32 | 3 | Puspakumari Chaudhary | Rajapur -1 Son | Badamkhati | 3812 | 3812 | 0 |
| 33 | 3 | RismanTharu | Rajapur -1 Da. | Badamkhati | 7624 | 7624 | 0 |
| 34 | 3 | DeshuTharu | Rajapur -1 Da. | Badamkhati | 19060 | 19060 | 0 |
| 35 | 3 | LaxmiTharu | Rajapur -1 Da. | Badamkhati | 19060 | 19060 | 0 |
| 36 | 3 | UjeliTharu | Rajapur -1 Da. | Badamkhati | 3824 | 3824 | 0 |
| 37 | 4 | TejkumariTharu | Rajapur -1 Da. | Bakhrapalan | 26061 | 26061 | 0 |
| 38 | 4 | KhushiramTharu | Rajapur -1 Da. | Bakhrapalan | 26061 | 26061 | 0 |
| 39 | 4 | MangalTharu | Rajapur -1 Da. | Bakhrapalan | 26061 | 26061 | 0 |
| 40 | 4 | BashantiTharu | Rajapur -1 Son | Bangurpalan | 18879 | 18879 | 0 |
| 41 | 4 | SitaraniTharu | Rajapur -1 Son | Bakhrapalan | 26061 | 26061 | 0 |
| 42 | 4 | BidhyaKumariTharu | Rajapur -1 Son | Bakhrapalan | 26061 | 26061 | 0 |
| 43 | 4 | Parma daviTharu | Rajapur -1 Son | Bangurpalan | 18879 | 18879 | 0 |
| 44 | 4 | LaxmiTharu | Rajapur -1 Son | Bangurpalan | 18879 | 18879 | 0 |
| 45 | 4 | JanakiTharu | Rajapur -1 Him | Bangurpalan | 18879 | 18879 | 0 |
| 46 | 4 | SakuntalaTharu | Rajapur -1 Him | Bakhrapalan | 26061 | 26061 | 0 |
| 47 | 4 | Mina kumariTharu | Rajapur -1 Son | ShilaiKatai | 14309 | 14309 | 0 |
| 48 | 4 | AmitaTharu | Rajapur -1 Son | Bangurpalan | 18879 | 18879 | 0 |
| 49 | 4 | SitaTharu | Rajapur -1 Son | Bakhrapalan | 26061 | 26061 | 0 |
| 50 | 4 | Anita Tharu | Rajapur-1 mu. | Bakhrapalan | 26061 | 26061 | 0 |
| 51 | 4 | BiptiTharu | Rajapur -1 Da. | Bakhrapalan | 26061 | 26061 | 0 |
| 52 | 5 | ParadeshneTharu | Rajapur-1 mu. | Bakhrapalan | 17220 | 17220 | 0 |
| 53 | 5 | BhagwaniTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 36750 | 0 |
| 54 | 5 | BalkrishniTharu | Rajapur-1 mu. | BhaisiPalan | 36750 | 20665 | 16085 |
| 55 | 5 | ParadeshneTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 36750 | 0 |
| 56 | 5 | ChedanTharu | Rajapur -1 Da. | BoilarPalan | 42000 | 42000 | 0 |
| 57 | 5 | ShukhaliyaTharu | Rajapur -1 Da. | BoilarPalan | 42000 | 42000 | 0 |
| 58 | 6 | SuwaTharu | Rajapur -1 Da. | Bangurpalan | 16523 | 3672 | 12851 |
| 59 | 6 | SitaTharu | Rajapur -1 Him | Bakhrapalan | 17220 | 17220 | 0 |
| 60 | 6 | NambaliTharu | Rajapur -1 Da. | Bakhrapalan | 17220 | 530 | 16690 |
| 61 | 6 | Maya Tharu | Rajapur -1 Him | Bakhrapalan | 17220 | 8100 | 9120 |
| 62 | 6 | SaraswotiTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 3650 | 33100 |
| 63 | 6 | Mina Tharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 0 | 36750 |
| 64 | 6 | RampatiTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 0 | 36750 |
| 65 | 6 | Shri prasadTharu | Rajapur -1 jha. | BhaisiPalan | 36750 | 0 | 36750 |
| 66 | 6 | BasantarajAdhikari | Rajapur -1 jha. | Bakhrapalan | 17220 | 4535 | 12685 |
| 67 | 6 | CheriyaTharu | Rajapur-1 mu. | Pasal | 27758 | 27758 | 0 |
| 68 | 6 | BashantiBhattrai | Rajapur -1 Da. | BhaisiPalan | 36750 | 31553 | 5197 |
| 69 | 6 | JugaariTharu | Rajapur-1 mu. | Bakhrapalan | 17220 | 17220 | 0 |
| 70 | 6 | BisaniTharu | Rajapur -1 Da. | Rajapur -1 Son | 17220 | 2721 | 14499 |
| 71 | 6 | Mina daviTharu | Rajapur-1 mu. | Bangurpalan | 16523 | 16523 | 0 |
| 72 | 6 | KukariTharu | Rajapur-1 mu. | BhaisiPalan | 36750 | 36750 | 0 |
| 73 | 6 | RadhaTharu | Rajapur -1 Son | Bakhrapalan | 17220 | 17220 | 0 |
| 74 | 6 | NohariTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 5020 | 31730 |
| 75 | 6 | Raj KumariTharu | Rajapur -1 Da. | Phresh House | 34675 | 34675 | 0 |
| 76 | 6 | BhagwotiBhusal | Rajapur -1 Son | Bakhrapalan | 17220 | 0 | 17220 |
| 77 | 6 | PanchamiTharu | Rajapur -1 Son | BhaisiPalan | 27758 | 27758 | 0 |
| 78 | 6 | ShauniTharu | Rajapur -1 Son | Bakhrapalan | 17220 | 17220 | 0 |
| 79 | 6 | RanjanaTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 1935 | 34815 |
| 80 | 6 | KrishnideviTharu | Rajapur -1 Da. | Phresh House | 34675 | 0 | 34675 |
| 81 | 6 | DhemniTharu | Rajapur -1 Da. | BhaisiPalan | 36750 | 36750 | 0 |
| 82 | 6 | AasaraniTharu | Rajapur -1 Da. | Tarkarikhati | 9253 | 9253 | 0 |
| 83 | 6 | Dharma daviTharu | Rajapur -1 Son | BhaisiPalan | 36750 | 0 | 36750 |
| 84 | 6 | SitaTharu | Rajapur -1 Son | Bakhrapalan | 17220 | 17220 | 0 |
| 85 | 6 | SariniTharu | Rajapur -1 Son | Bakhrapalan | 17220 | 7628 | 9592 |
| 86 | 6 | Ratranitharu | Rajapur -1 Son | Bakhrapalan | 17220 | 0 | 17220 |
| 87 | 6 | LalitaTharu | Rajapur -1 Son | Pasal | 27758 | 27758 | 0 |
| 88 | 6 | AashaTharu | Rajapur -1 Son | Bakhrapalan | 17220 | 0 | 17220 |
| 89 | 6 | ShibdattTharu | Rajapur -1 Da. | Bakhrapalan | 17220 | 0 | 17220 |
| 90 | 7 | KalluTharu | Rajapur -1 Da. | Badamkhati | 20664 | 20664 | 0 |
| 91 | 7 | ChamfiTharu | Rajapur -1 Da. | Badamkhati | 20664 | 20664 | 0 |
| 92 | 8 | Shuman Tharu | Rajapur -1 Son | BhaisiPalan | 36897 | 21897 | 15000 |
| 93 | 8 | Mina kumariTharu | Rajapur -1 Son | Bakhrapalan | 20580 | 20580 | 0 |
| 94 | 8 | KhidiyaTharu | Rajapur -1 Son | Bakhrapalan | 20580 | 20580 | 0 |
| 95 | 8 | Rekha Chaudhary | Rajapur -1 Da. | BhaisiPalan | 39186 | 2063 | 37123 |
| 96 | 8 | BadhuTharu | Rajapur -1 Da. | BhaisiPalan | 39186 | 1000 | 38186 |
| 97 | 8 | SaunikumariTharu | Rajapur -1 Da. | Bakhrapalan | 21840 | 21840 | 0 |
| 98 | 8 | SongariTharu | Rajapur-1 mu. | BhaisiPalan | 39186 | 13186 | 26000 |
| 99 | 9 | RamdulariTharu | Rajapur -1 Son | BoilarPalan | 42000 | 20000 | 22000 |
| 100 | 9 | KalpanaTharu | Rajapur -1 Da. | BoilarPalan | 42000 | 42000 | 0 |
| 101 | 9 | JugmaniTharu | Rajapur-1 mu. | Bangurpalan | 21924 | 9020 | 12904 |
| 102 | 9 | GangaraniTharu | Rajapur-1 mu. | Bangurpalan | 22113 | 0 | 22113 |
| 103 | 10 | ChatramTharu | Rajapur -1 Da. | Bakhrapalan | 15960 | 5000 | 10960 |
| 104 | 10 | BechaniTharu | Rajapur -1 Da. | BhaisiPalan | 36897 | 0 | 36897 |
| 105 | 11 | Gita Tharu | Rajapur -1 Da. | Pasal | 10000 |  | 10000 |
| 106 | 11 | BideshiTharu | Rajapur -1 Da. | Bakhrapalan | 10000 |  | 10000 |
| 107 | 11 | Shushma Chaudhary | Rajapur-1 mu. | Bakhrapalan | 10000 |  | 10000 |
| 108 | 11 | BelmotiTharu | Rajapur-1 mu. | Bakhrapalan | 10000 |  | 10000 |
| 109 | 11 | JaymotiTharu | Rajapur -1 Son | Bakhrapalan | 10000 |  | 10000 |
| 110 | 11 | SaritaTharu | Rajapur -1 Da. | Bakhrapalan | 10000 |  | 10000 |
| 111 | 11 | SabitaTharu | Rajapur -1 Da. | Bakhrapalan | 10000 |  | 10000 |
| 112 | 11 | Maya Tharuni | Rajapur -1 Da. |  | 10000 |  | 10000 |
| 113 | 11 | KuishiTharu | Rajapur -1 Da. | Bakhrapalan | 10000 |  | 10000 |
|  |  |  |  |  | **2870325** | **2112223** | **758102** |

|  |
| --- |
| **Himsikhar Agriculture Cooperative Ltd.**  **Geruwa Rural Municipality-4, Maina Pokhari, Bardiya** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Himsikhar Agro Cooperative Ltd.is established in 2072 , registered under Cooperative Act. It is located in Geruwa Rural Municipality-4, Maina Pokhari, Bardiya. Its working area covers Geruwa Rural Municipality-4, Maina Pokhari, Bardiya. Nos of total general members is 370. Detailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | | |
|  |  | M | F | M | F | M | F | M | F | M | F | Total |
| 1 | General Members | 1 | 70 | 21 | 244 | 3 | 32 | 0 | 0 | 24 | 346 | 370 |
| 2 | Group |  |  |  |  |  |  |  |  |  |  |  |
|  | **TOTAL** | **1** | **70** | **21** | **244** | **3** | **32** | **0** | **0** | **24** | **346** | **370** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt | 20 | 45 | 44% | | Financial Status | 17 | 30 | 57% | | Governance | 20 | 35 | 57% | | Products/ Services | 6 | 10 | 60% | | Revolving Fund (RF) Mgmt. | 19 | 20 | 95% | | Staff and Office management | 7 | 10 | 70% | | TOTAL | **89** | **150** | **59%** | |  |

# Governance

Participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption through It submits report to GNI and appropriate government authority. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| C | **Governance** | **20** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 1 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 2 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

The cooperative has not used Accounting software “GURU” side completely. Manual ledgers are updated, based on double entry book keeping system, on monthly basis; subsidiary ledgers are maintained. Pass book is updated on timely basis. Budgetary control and advance management require attention. Reporting and control on financial transactions are to be institutionalized. They do not practise preparing loan follow up and monitoring report. loan documentation is satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **20** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 0 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 2 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 0 | 2 |
| 17 | Accurately ledger posting | 0 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 1 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 1 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Staff is yet to provide appointment letter. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity to monitor books of Accounts.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Staff and Office management** | **7** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Training received by committee / sub committee members and staff last year | | | | |
| Name of the training | **No. of training** | **No. of participants** | **Training period** | **Staff or committee & SC members** |
| Account Management Training | 4 | 2 | 3 | Staffs |
| Leadership Dev. Training | 1 | 3 | 3 | Staffs, SC, EC |
| Software Training | 1 | 2 | 3 | Staffs |
| TOTAL | **6** | **7** |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | Sitarani Tharu | Male | Chaiperson | 5 |
| 2 | Rima Chaudhari | Female | Vice- Chairperson | 5 |
| 3 | Yasodha Tharu | Female | Secretary | 10 |
| 4 | Subhadra Shahi | Female | Treserer | 9 |
| 5 | Ujeli Tharuni | Female | Member | Literacy |
| 6 | Dhanasara Pariyar | Female | Member | Literacy |
| 7 | Urmila Chaudhari | Female | Member | 9 |
| 8 | Maya Acharya | Female | Member | 9 |
| 9 | Garima Tharuni | Female | Member | Literacy |

# Products and Services

The cooperative service has been limited to saving and credit to its members, in addition other service has been provided, in fact other lines of business like bag making has been started. Other than regular products, cooperative is also conducting cooperative education campaign. Dividend and patronage capital refund have not been distributed as per bye laws.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **6** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 1 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S.NO. | Savings Type | No. of savers | Minimum savings balance | How to deposit (annual, monthly, weekly or at a time) | Interest rate per annum | How and when the savings can be with drawn | Balance as of Mid-July, 2019 |
| 1 | General Saving | 196 | 50 | Monthly | 9% | Not applicable | 514,445 |
| 2 | Regular Saving | 120 | 100 | Monthly | 9% | Not applicable | 43,058 |
|  | **Total** | **316** |  |  |  |  | **557,503** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S.NO. | Type of Loan | No. of Borrower as of Mid July 2019 | Balance as of Mid-July 2019 | Interest Rate per Annum | Maximum Loan Ceiling | Loan Period | Installment Type |
| 1 | General Loan | 63 | 1210174 | 16% | 30000 | 12 | Qtrly |
| 2 | Emergency Loan | 1 | 20000 | 12% | 30000 | 8 | Qtrly |
| 3 | Revolving Fund | 78 | 319966 | 6% | As per Business plan | 18 | Qtrly |
|  | **Total** | 63 | **1210174** |  |  |  |  |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. For administration of loan, loan is disbursed based on business plan of approved individual borrower @ 6 % P.A. . The cooperative has disbursed100% of received amount as RF (as of Mid-July 2019). Reporting to partner organization on RF is made on regular basis. Information on loan from RF is to be made more accurate and systematic

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |

# Revolving fundFinancial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. **1,926,025.** However, audited financial statement of 2074/75 reflects Rs. 18,26,025as capital Grant, difference being Rs. 100,000 { it is the amount disbursed in FY 2075/76 by GNI and recorded by cooperative; financial audited statement for FY 2075/76 will have to incorporate this amount ( audit for FY 2075/76 was not carried out during the time of assessment )} . GNI record shows the same amount 9**1,926,025)** as RF Grant as recorded by cooperative. All of the RF grant has been disbursed to the beneficiaries (list is annexed as RF borrowers below).

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| sno | fiscal year | MOU s.no | MOUdate | MOUamount | received date | voucher # | received amount | cooperative has MOU? | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 1 | 2071/072 | 1 | 25/9/2071 | 494508 | 10/14/2071 | 18 | 494508 | Yes | 14 | 494508 |
| 2 | 2072/073 | 2 | 27/8/2072 | 390321 | 20/9/2072 | 168 | 390321 | No | 16 | 390321 |
| 3 | 2073/74 | 3 | 9/14/2073 | 92,872 | 9/14/2073 | 124 | 92,872 | Yes | 5 | 92872 |
| 4 | 2073/74 | 4 | 11/7/2073 | 415,352 | 12/6/2073 | 204 | 415,352 | Yes | 17 | 415352 |
| 5 | 2073/74 | 5 | 12/10/2073 | 27,759 | 12/10/2073 | 204 | 27,759 | Yes | 3 | 27759 |
| 6 | 2074/75 | 6 | 2074/4/31 | 38,805 | 31/04/2074 | 31 | 38,805 | Yes | 1 | 38805 |
| 7 | 2074/75 | 7 | 5/28/2074 | 201,369 | 5/28/2074 | 60 | 201,369 | Yes | 7 | 201369 |
| 8 | 2074/75 | 8 | 6/24/2074 | 106,113 | 6/24/2074 | 86 | 106,113 | Yes | 3 | 106113 |
| 9 | 2074/75 | 9 | 3/24/2075 | 58,926 | 3/24/2075 |  | 58,926 | Yes | 2 | 58926 |
| 10 | 2075/76 | 10 | 3/27/2076 | 100,000 | 3/27/2076 |  | 100,000 | Yes | 10 | 100000 |
|  | **TOTAL TILL FY 2075/76** | | | **1,926,025** |  |  | **1,926,025** | **-** | **78** | **1,926,025** |

# Financial Status

Overall, financial ratio based on assessed indicators is not satisfactory. Information of delinquency is not available. Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Growth indicators and profitability indicators are satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **17** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 2 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 2 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 0 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017 | FY 2018 [[1]](#footnote-2) | FY 2019 |
| Allowance of loan losses/Total outstanding loan | 0% | 2% | #DIV/0! |
| Total loans/Total assets | 84% | 88% | #DIV/0! |
| Total savings /Total assets | 18% | 19% | #DIV/0! |
| External loans/Total assets | 0% | 0% | #DIV/0! |
| Total share/Total assets | 9% | 10% | #DIV/0! |
| Institutional capital/Total assets | 10% | 11% | #DIV/0! |
| Delinquency loans/Total loan portfolio | 0% | 0% | #DIV/0! |
| Non-earning assets/Total assets | 16% | 12% | #DIV/0! |
| Operating expenses/Total assets | 5% | 7% | #DIV/0! |
| Liquidity reserve/Savings deposits | 12% | 9% | #DIV/0! |
| Growth in Members | #VALUE! | 54% | 9% |
| Growth in Total assets |  | 35% | -100% |
| OSS (Operating Self Sufficiency) | 142% | 130% | #DIV/0! |
| % Loan Bad loan |  |  | #DIV/0! |

# Recommendation

* Increase Saving and take appropriate action to decrease bad debt.
* Use computerized accounting systemcompletely **and prepare financial report**.
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism
* Prepare appointment letter for staff

# Annex

# Performance Assessment Score

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **20** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 0 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 2 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 0 | 2 |
| 17 | Accurately ledger posting | 0 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 1 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 1 | 2 |
| B | **Financial Status** | **17** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 2 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 2 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 0 | 3 |
| C | **Governance** | **20** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 1 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 2 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **6** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 1 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **7** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
|  | **Grand Total** | **89** | **150** |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
|  | **FY 2017** | **FY 2018** | **FY 2019** |
| Particulars | 2017 July 16 | 2018 July 16 | NO INFORMATION |
| Assets |  |  |  |
| Cash Balance | 240,943.00 | 22,788.50 |  |
| Bank Balance | 17,692.00 | 240,183.00 |  |
| other Current Assets | 16,738.00 |  |  |
| Outstanding Loan | 1,836,148.00 | 2,594,100.00 |  |
| other Investment | 2,000.00 | 2,000.00 |  |
| loss |  |  |  |
| Fixed Assets | 73,415.00 | 102,440.75 |  |
| TOTAL ASSETS | **2,186,936.00** | **2,961,512.25** |  |
| Liabilities | - |  |  |
| Share capital | 196,500.00 | 282,300.00 |  |
| Grant -GNI | 1,441,012.00 | 1,826,025.00 |  |
| Other Grant | - |  |  |
| TOTAL GRANT | **1,441,012.00** | **1,826,025.00** |  |
| General Reserve | 20,027.00 | 42,810.10 |  |
| loan loss reserve |  | 62,505.88 |  |
| other reserve | 60,083.00 | 127,832.31 |  |
| External loan from other institutions |  |  |  |
| savings and deposits | 394,443.00 | 557,523.00 |  |
| Payable | 74,871.00 | 3,744.76 |  |
| short term liabilities (Supp# Payable) |  |  |  |
| Other liavilities (Suspense) |  | 58,970.21 |  |
| TOTAL LIABILITIES AND CAPITAL | **2,186,936.00** | **2,961,711.26** |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Income Statement | | | |
| INCOME | **FY 2017** | **FY 2018** | **FY 2019** |
| Interest income | 144834 | 278,823.00 | NO IFNORMATION |
| service fee |  |  |  |
| Other income (pentalty/ entrance fee etc.) | 63,821.00 | 113,901.05 |  |
| Income from other business operation ( fertiliser sale for e.g.) |  |  |  |
| Adminstrative Grant-GNI |  |  |  |
| TOTAL INCOME | **208,655** | **392,724** |  |
| Interest expenses-saving | 21,403.00 | 42,097.52 |  |
| Saving return cash |  |  |  |
| Loan loss provision | 18,361.00 | 44,144.88 |  |
| Salary expenses | 50,000.00 | 78,000.00 |  |
| Administrative expenses | 54,866.00 | 103,906.00 |  |
| Depreciation | 2,587.00 | 34,243.25 |  |
| Program Expenses |  |  |  |
| Interest expenses-outstanding loan |  |  |  |
| Expenses for other business operation ( fertiliser for e.g.) |  |  |  |
| TOTAL EXPENSES | **147,217** | **302,392** |  |
| PROFIT/LOSS | **61,438** | **90,332** |  |
| TAX |  |  |  |
| PROFIT AFTER TAX | **61,438** | **90,332** |  |

# Audit Report

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\audit report\074075\BS.jpg |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\audit report\074075\IN.jpg |

# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-1 &2 Journal Voucher & Deposit Slip

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\18.jpg |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\IMG20191211120323.jpg |

MOU-4 & 5 Journal Voucher/Cheque scan

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\124.jpg |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\IMG20191211121013.jpg |

MoU-7 & 8 Journal Voucher

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\86.jpg |
| D:\Cooperative Assessment\Bardiya\Himsikhar Agro coopes _Bardiya\Supporting Docs\JV\60.jpg |

# RF Borrowers list

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| S.No. | MoU no. | Name of the member | Address | Purpose/ Income Generating Activities | Disbursed Rs. | Repaid Rs. | Balance Rs. |
| 1 | 1 | ;f/bf zfxL | u]= uf=kf= vf]gk'/ | e};L kfng | 42000 | 42000 | 0 |
| 2 | 1 | l/df rf}w/L | u]=uf= kf= hf]lwk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 3 | 1 | /]zd rf}w/L | u]=uf= kf= hf]lwk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 4 | 1 | ul/df y?gL | u]= uf= kf= hf]lwk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 5 | 1 | ph]nL y?gL | u]= uf= kf= /fhLk'/ | a+u'/ kfng | 24066 | 24066 | 0 |
| 6 | 1 | l;tf/fgL yf? | u]= uf= kf= blIf0fk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 7 | 1 | wg;/f kl/of/ | u]= uf= kf= /fhLk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 8 | 1 | ;'ldqf rf}w/L | u]=uf= kf= hf]lwk'/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 9 | 1 | ;flaqL yf? | u]= uf= kf= d}gfkf]v/ | a+u'/ kfng | 24066 | 24066 | 0 |
| 10 | 1 | ?klg yf?gL | u]= uf= kf= hf]lwk'/ | afv|f kfng | 42000 | 42000 | 0 |
| 11 | 1 | zfGtL yf? | u]=uf=kf= d}gfkf]v/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 12 | 1 | s[li0f yf? | u]=uf=kf=blIf0fk'/ | e};L kfng | 42000 | 42000 | 0 |
| 13 | 1 | /fd s'df/L rf}w/L | u]=uf= kf= blIfk'/ | a+u'/ kfng | 24066 | 24066 | 0 |
| 14 | 1 | ;lGr yf? | u]= uf= kf= hf]lwk'/ | afv|f kfng | 42000 | 42000 | 0 |
| 15 | 2 | t'n5f af]xf]/f | u]= uf=kf= vf]gk'/ | ls/fgf k;n | 20489 | 20489 | 0 |
| 16 | 2 | hoa]nf e]l/sf/ | u]= uf= kf= vf]gk'/ | l;nfOs6fO | 14309 | 14309 | 0 |
| 17 | 2 | ;'eb|f zfxL | u]=kf= kf= vf]gk'/ | ls/fgf k;n | 27194 | 27194 | 0 |
| 18 | 2 | lgDof yf/ | u]=uf=kf=vNnfufp | afv|f kfng | 26061 | 26061 | 0 |
| 19 | 2 | gGbf u'?= | u]=uf=kf=blIf0fk'/ | a+u'/ kfng | 35868 | 35868 | 0 |
| 20 | 2 | ef]h/fh rf}w/L | u]=uf=kf= lub/k'/ | ls/fgf k;n | 20489 | 20489 | 0 |
| 21 | 2 | r'gL yf? | u]=uf=kf= lubk'/ | afvf kfng | 26061 | 26061 | 0 |
| 22 | 2 | klaqf wfdL | u]= uf= kf= lub/k'/ | l;nfOs6fO | 14309 | 14309 | 0 |
| 23 | 2 | ;'s'gf yf? | u]=uf=kf= blIf0fk'/ | afv|f kfng | 26061 | 26061 | 0 |
| 24 | 2 | cflh{gf yf? | u]= uf= kf= d}gfkf]v/ | ls/fgf k;n | 20489 | 20489 | 0 |
| 25 | 2 | nvgL yf? | u]= uf= kf= blIf0fk'/ | afv|f kfng | 26061 | 26061 | 0 |
| 26 | 2 | r'GsL yf? | u]=uf=kf= d}gfkf]v/ | afvf kfng | 26061 | 26061 | 0 |
| 27 | 2 | s+unL yf? | u]=uf= kf= d}gfkf]v/ | a+u'/ kfng | 18879 | 18879 | 0 |
| 28 | 2 | ;'ldqf la=s | u]=uf=kf=lub/k'/ | a+u'/ kfng | 35868 | 35868 | 0 |
| 29 | 2 | 8NnL la=s | u]=uf=kf=lub/k'/ | afv|f kfng | 26061 | 26061 | 0 |
| 30 | 2 | /fdklt dfemL | u]=uf=kf=lub/k'/ | afvf kfng | 26061 | 26061 | 0 |
| 31 | 3 | dfof cfrf{o | u]=uf=kf=lub/k'/ | afvf kfng | 17220 | 17220 | 0 |
| 32 | 3 | pld{nf rf}w/L | u]=uf=kf= ltg3?jf | t/sf/L v]tL | 9253 | 9253 | 0 |
| 33 | 3 | dfof b]la l;+x 7s'/L | u]= uf=kf= vNnfufp | ls/fgf k;n | 9253 | 9253 | 0 |
| 34 | 3 | dfg s'df/L l;x 7s'/L | u]= uf= kf= vNnfufp | e};L kfng | 36750 | 36750 | 0 |
| 35 | 3 | lai0ff v8\sf | u]=uf=kf=vf]gk'/ | e};L kfng | 20396 | 20396 | 0 |
| 36 | 4 | a'emfjg yf? | u]=uf=kf=blIf0fk'/ | e};L kfng | 36750 | 6750 | 30000 |
| 37 | 4 | cfzf/fd yf? | u]=uf=kf=blIf0fk'/ | km]G;L k;n | 42000 | 42000 | 0 |
| 38 | 4 | l;tf yf? | u]=uf=kf= lub/k'/ | t/sf/L v]tL | 9253 | 9253 | 0 |
| 39 | 4 | km'nb]aL yf? | u]=uf=kf=/fhLk'/ | afvf kfng | 17220 | 17220 | 0 |
| 40 | 4 | lai0ff h};L | u]=uf=kf=lub/k'/ | af]On/ kfng | 42000 | 42000 | 0 |
| 41 | 4 | zf]ef yf? | u]=uf]=kf= hf]lwk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 42 | 4 | ;l/tf yf? | u]=uf= kf= hf]lwk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 43 | 4 | l;tf/fgL yf? | u]= uf= kf= /fhLk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 44 | 4 | cla;/f d}of xdfn | u]= uf=kf= vNnfufp | e};L kfng | 36750 | 3000 | 33750 |
| 45 | 4 | ladf sldgL | u]=uf= kf= vf]gk'/ | afvf kfng | 17220 | 17220 | 0 |
| 46 | 4 | /fd]:j/L e08f/L | u]=uf=kf= vf]gk'/ | e};L kfng | 36750 | 36750 | 0 |
| 47 | 4 | ;'sL ;'gf/ | u]=uf=kf= vf]gk'/ | afvf kfng | 17220 | 6220 | 11000 |
| 48 | 4 | k'ikf b]aL n'xf/ | u]=uf=kf= lub/k'/ | e};L kfng | 36750 | 10000 | 26750 |
| 49 | 4 | /df s'df/L rf}w/L | u]=uf= kf= blIfk'/ | e};L kfng | 36750 | 36750 | 0 |
| 50 | 4 | hugKof/L yf? | u]= uf= kf= hf]lwk'/ | t/sf/L v]tL | 9253 | 9253 | 0 |
| 51 | 4 | k'gd rf}w/L | u]=uf=kf= ltg3?jf | t/sf/L v]tL | 9253 | 9253 | 0 |
| 52 | 4 | OlGb/f s'df/L rf}w/L | u]=uf= kf=uf]lagk'/ | a+u'/ kfng | 16523 | 16523 | 0 |
| 53 | 5 | kfa{tL yf? | u]=uf=kf= /fhLk'/ | t/sf/L v]tL | 9253 | 9253 | 0 |
| 54 | 5 | rGb|f s'df/L rf}w/L | u]=uf=kf= uf]lagk'/ | t/sf/L v]tL | 9253 | 9253 | 0 |
| 55 | 5 | vN6L yf? | u]=uf=kf=lub/k'/ | t/sf/L v]tL | 9253 | 9253 | 0 |
| 56 | 6 | s0f{ a= yf? | u]=uf=kf=uf]lagk'/ | Onf]S6f]lgs k;n | 38805 | 38805 | 0 |
| 57 | 7 | xf; s'/f a:g]6 | u]=uf=kf= vf]gk'/ | e};L kfng | 39186 | 19186 | 19186 |
| 58 | 7 | s[li0f yf? | u]=uf=kf= d}gfkf]v/ | afvf kfng | 21840 | 5840 | 16000 |
| 59 | 7 | ;'ldqL yf? | u]=uf=kf= lub/k'/ | afvf kfng | 21840 | 0 | 21840 |
| 60 | 7 | ;'lgtf yf? | u]=uf=kf= lub/k'/ | afv|f kfng | 20580 | 0 | 20580 |
| 61 | 7 | uf}/fb]la s8fot | u]=uf=kf=lub/k'/ | e};L kfng | 36897 | 26000 | 10897 |
| 62 | 7 | afndf6L yf? | u]=uf=kf=vf]gk'/ | e};L kfng | 39186 | 14000 | 25186 |
| 63 | 7 | snfklt yf? | u]=uf=kf=b+uk'/ | afvf kfng | 21840 | 8803 | 13037 |
| 64 | 8 | k"0f{snf n'xf/ | u]= uf= kf= lub/k'/ | af]On/ kfng | 42000 | 0 | 42000 |
| 65 | 8 | nf}6L yf? | u]=uf=kf=blIf0fk'/ | a+u'/ kfng | 22113 | 22113 | 0 |
| 66 | 8 | /fdnfn yf? | u]=uf=kf=uf]lagk'/ | af]On/ kfng | 42000 | 42000 | 0 |
| 67 | 9 | b]p?kf a:g]6 | u]= uf= kf= vf]gk'/ | e};L kfng | 37086 | 0 | 37086 |
| 68 | 9 | df]l6;/f rnfpg] yf? | u]=uf=kf= uf]lagk'/ | afv|f kfng | 21840 | 10000 | 11840 |
| 69 | 10 | Kaushila Pokharel | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 70 | 10 | Kulpi Tharu | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 71 | 10 | Champhi Tharu | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 72 | 10 | Sitadevi Tharu | Geruwa RM-4 | Pig Keeping | 10000 | 0 | 10000 |
| 73 | 10 | Dam Kiriya Tharu | Geruwa RM-4 | Pig Keeping | 10000 | 0 | 10000 |
| 74 | 10 | Sharada Shah | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 75 | 10 | Dhauli Kadayat | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 76 | 10 | Hiramoti Tharu | Geruwa RM-4 | Pig Keeping | 10000 | 0 | 10000 |
| 77 | 10 | Lahanu Tharu | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
| 78 | 10 | Tijmani Tharu | Geruwa RM-4 | Goat Keeping | 10000 | 0 | 10000 |
|  |  |  |  |  | **1926025** | **1506059** | **419152** |

|  |
| --- |
| **Deuthan Agriculture Cooperative Ltd.**  **Geruwa Rural Municipality-1, Bihani Bazar, Bardiya** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Deuthan Agriculture Cooperative Ltd.is established in 2071, registered under Cooperative Act. It is located in Geruwa Rural Municipality-1, Bihani Bazar, Bardiya. Its working area covers ward- 1,2 and 3wards of Geruwa rural municipality. Nos of total general members are 420. Detailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | | |
|  |  | M | F | M | F | M | F | M | F | M | F | Total |
| 1 | General Members | 4 | 29 | 38 | 299 | 1 | 22 | 4 | 23 | 47 | 373 | 420 |
| 2 | Group |  |  |  |  |  |  |  |  |  |  |  |
|  | **TOTAL** | **4** | **29** | **38** | **299** | **1** | **22** | **4** | **23** | **47** | **373** | **420** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt | 27.5 | 45 | 61% | | Financial Status | 19 | 30 | 63% | | Governance | 24 | 35 | 69% | | Products/ Services | 5 | 10 | 50% | | Revolving Fund (RF) Mgmt. | 16 | 20 | 80% | | Staff and Office management | 8 | 10 | 80% | | TOTAL | **99.5** | **150** | **66%** | |  |

# Governance

Participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption through It submits report to GNI and appropriate government authority. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| C | **Governance** | **24** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 1 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 2 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 1 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 1 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 2 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

The cooperative has used Accounting software “GURU” side by side they have maintained manual ledger. The very Objective of software installation to increase efficiency is yet to achieve. More, Manager is busier to maintain books of accounts in dual mode. Manual ledgers are updated, based on double entry book keeping system, on monthly basis; subsidiary ledgers are adequately maintained. Pass book is updated on timely basis. Budgetary control and advance management require attention. Reporting and control on financial transactions are to be institutionalized. They do not practise preparing loan follow up and monitoring report. loan documentation is satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **27.5** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0.5 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 2 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 2 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 2 | 2 |
| 17 | Accurately ledger posting | 1 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 2 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 2 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity to monitor books of Accounts.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Staff and Office management** | **8** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 1 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Training received by committee / sub committee members and staff last year | | | | |
| Name of the training | **No. of training** | **No. of participants** | **Training period** | **Staff or committee & SC members** |
| Account Management Training | 4 | 5 | 5 | Staffs, SC, EC |
| Cooperative Management Training | 1 | 5 | 3 | Staffs, SC, EC |
| Leadership Dev. Training | 1 | 5 | 3 | Staffs, SC, EC |
| Strategic Business Plan Training | 1 | 5 | 10 | Staffs, SC, EC |
| Software Training | 4 | 2 | 5 | Staffs |
| TOTAL | **11** | **22** |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | Hairanu Tharu | Male | Chaiperson | 8 |
| 2 | Khem Kumari Tharu | Female | Vice- Chairperson | 5 |
| 3 | Dukhani Tharu | Female | Treserer | 7 |
| 4 | Binita Chaudhari | Female | Secretary | 5 |
| 5 | Sumitra Rawat | Female | Member | 8 |
| 6 | Sita Kumari Tharu | Female | Member | 5 |
| 7 | Sauni Tharu | Female | Member | 8 |
| 8 | Hiramoti Tharu | Female | Member | 5 |
| 9 | Shanti Tharu | Female | Member | 5 |
| 10 | Sita Janaki Tharu | Female | Member | 5 |
| 11 | Jayadevi Tharu | Female | Member | 5 |

# Products and Services

The cooperative service has been limited to saving and credit to its members. Other than regular products, cooperative is also conducting cooperative education campaign. Dividend and patronage capital refund have not been distributed as per bye laws.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **5** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 1 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| SAVING PRODUCT | | | | | | | | | | | | | | |
| S.NO. | Savings Type | | | No. of savers | | Minimum savings balance | | How to deposit (annual, monthly, weekly or at a time) | | Interest rate per annum | | How and when the savings can be with drawn | | Balance as of Mid-July, 2019 |
| 1 | Child Saving | | | 93 | | 20 | | Monthly | | 9% | | After 16 year | | 37,962 |
| 2 | Personal Saving | | | 47 | | 20 | | Monthly | | 8% | | Not applicable | | 6,844 |
| 3 | Monthly Saving | | | 419 | | 200 | | Monthly | | 8% | | After 10 year | | 1,572,475 |
|  | **Total** | | | **559** | |  | |  | |  | |  | | **1,617,282** |
| LOAN | | | | | | | | | | | | | | |
| S.NO. | | **Type of Loan** | **No. of Borrower as of Mid July 2019** | | **Balance as of Mid-July 2019** | | **Interest Rate per Annum** | | **service charge** | | **Maximum Loan Ceiling** | | **Loan Period** | **Installment Type** |
| 1 | | Business Loan | 166 | | 3627128 | | 15% | | 1 | | 60000 | | 12 | Qtrly |
|  | | **Total** | 166 | | **3627128** | |  | |  | |  | |  |  |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. For administration of loan, loan is disbursed based on business plan of approved individual borrower @ 6 % P.A. . The cooperative has disbursed100% of received amount as RF (as of Mid-July 2019). Reporting to partner organization on RF is made on regular basis. Information on loan from RF is to be made more accurate and systematic

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Revolving Fund (RF) Mgmt.** | **16** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 0 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |

# Revolving fundFinancial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. 2,207,410, GNI record also tallies with this figure**.** However, audited financial statement reflects Rs. 39,85,735. 83 as General Reserve which includes 38, 61,100 as Grant. Additional exercise to be carried out to clearly reflect the RF grant from GNI by segregating the General Reserve in details. All of the RF grant has been disbursed to the beneficiaries ( list is annexed as RF borrowers below).

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| fiscal year | MOU s.no | MOUdate | MOUamount | received date | voucher # | received amount | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 7172 | 1 | 9/27/2071 | 342,676 | 17/10/2071 | 62 | 342,676 | 9 | 342676 |
| 7273 | 2 | 8/29/2072 | 396,256 | 16/09/2072 | 114 | 396,256 | 16 | 396256 |
| 7273 | 3 | 14/9/2073 | 147,590 | 16/9/2073 | 91 | 147,590 | 6 | 147590 |
| 7374 | 4 | 7/11/2073 | 720,664 | 7/12/2073 | 156 | 720,664 | 27 | 720,664 |
| 7475 | 5 | 31/04/2074 | 38,805 | 1/5/2074 | 22 | 38,805 | 1 | 38,805 |
| 7475 | 6 | 24/6/2074 | 128,037 | 24/6/2074 | 46 | 128,037 | 4 | 128,037 |
| 7475 | 7 | 28/5/2074 | 191,058 | 30/6/2074 | 48 | 191,058 | 7 | 191,058 |
| 7475 | 8 | 2075/30/06 | 76,069 | 32/03/2075 | 267 | 76069 | 3 | 76069 |
| 7576 | 9 | 19/8/2075 | 76,255 | 23/8/2075 | 87 | 76255 | 3 | 76255 |
| 7576 | 10 | 3/27/2076 | 90,000 | 3/29/2076 | 363 | 90000 | 9 | 90000 |
|  |  | **TOTAL** | **2,207,410** |  |  | **2,207,410** | **85** | **2,207,410** |

# Financial Status

Overall, financial ratio based on assessed indicators is not satisfactory Delinquency ratio, Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Growth indicators and profitability indicators are satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **19** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 2 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 2 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 0 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017 | FY 2018 | FY 2019 |
| Allowance of loan losses/Total outstanding loan | 0% | 0% | 1.00% |
| Total loans/Total assets | 62% | 51% | 55% |
| Total savings /Total assets | 13% | 17% | 25% |
| External loans/Total assets | 0% | 0% | 0% |
| Total share/Total assets | 9% | 9% | 10% |
| Institutional capital/Total assets | 11% | 10% | 71% |
| Delinquency loans/Total loan portfolio | 0% | 0% | 18% |
| Non-earning assets/Total assets | 36% | 47% | 45% |
| Operating expenses/Total assets | 4% | 5% | 6% |
| Liquidity reserve/Savings deposits | 1% | 4% | 7% |
| Growth in Members |  |  | 12% |
| Growth in Total assets |  | 49% | 22% |
| OSS (Operating Self Sufficiency) | 146% | 110% | 104% |
| % Loan Bad loan |  |  | 8% |

# Recommendation

* Increase Saving and take appropriate action to decrease bad debt.
* Make gradual plan to completely base on only computerized accounting software increasing efficiency and effectiveness of maintaining books of accounts process
* Manager has to be provided with advanced financial management training with further knowledge of accounting control and interpretation of financial statement; Training on accounting system to Executive committee, and training on accounting control and internal auditing for Account Supervisory Committee.
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism

# Annex

# Performance Assessment Score

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **27.5** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0.5 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 2 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 2 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 2 | 2 |
| 17 | Accurately ledger posting | 1 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 2 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 2 | 2 |
| B | **Financial Status** | **19** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 2 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 2 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 0 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |
| C | **Governance** | **24** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 1 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 2 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 1 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 1 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 2 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 1 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **5** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 2 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 1 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **16** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 0 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **8** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 1 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
|  | **Grand Total** | **99.5** | **150** |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
|  | **FY 2017** | **FY 2018** | **FY 2019** |
| Particulars | 2017 July 16 | 2018 July 16 | 2019 July 16 |
| Assets |  |  |  |
| Cash Balance | 17,455.00 | 8,758.00 | 7,809.00 |
| Bank Balance | 17,826.72 | 204,533.00 | 448,074.74 |
| other Current Assets | - | - | 7,956.00 |
| Outstanding Loan | 2,256,453.00 | 2,751,606.00 | 3,627,128.00 |
| other Investment | 2,000.00 | 2,000.00 | 2,000.00 |
| Loss | 63,971.00 | 107,407.00 | - |
| Fixed Assets | 1,279,194.00 | 2,360,975.00 | 2,530,317.35 |
| TOTAL ASSETS | **3,636,899.72** | **5,435,279** | **6,623,285.09** |
| Liabilities | - |  |  |
| Share capital | 328,200.00 | 472,400.00 | 684,400.00 |
| Grant –GNI | 2,460,876.00 | 3,694,845.00 | - |
| Other Grant | - | - | - |
| TOTAL GRANT | **2,460,876.00** | **3,694,845.00** | **-** |
| General Reserve | 54,954.72 | 84,852.00 | 3,985,735.83 |
| loan loss reserve | - | - | 36,271.28 |
| other reserve | 109,063.00 | 198,793.00 | 274,495.19 |
| External loan from other institutions |  |  |  |
| savings and deposits | 490,047.00 | 908,930.00 | 1,623,323.28 |
| Payable | 181,179.00 | 62,879.00 | 19,059.51 |
| short term liabilities (Supp# Payable) | 12,580.00 | 12,580.00 |  |
| Share saving return | - |  |  |
| TOTAL LIABILITIES AND CAPITAL | **3,636,899.72** | **5,435,279** | **6,623,285.09** |

|  |  |  |  |
| --- | --- | --- | --- |
| Income Statement | | | |
| INCOME | **FY 2017** | **FY 2018** | **FY 2019** |
| Interest income | 172387 | 299,536.00 | 424,548.42 |
| service fee | 21260 | 22,564.00 | - |
| Other income (penalty/ entrance fee etc.) | 74,588.00 | 56,107.00 | 97,453.00 |
| Income from other business operation ( fertilizer sale for e.g.) | - | - | - |
| .. |  |  |  |
| Administrative Grant-GNI | 27,000.00 | 86,000.00 | 62,000.00 |
|  |  |  |  |
| .. |  |  |  |
| TOTAL INCOME | **295,235** | **464,207** | **584,001** |
| Interest expenses-saving | 27,748.00 | 53,482.00 | 94,790.29 |
| Saving return cash | - | - | - |
| Loan loss provision | 22,564.00 | 27,516.00 | 36,271.28 |
| Salary expenses | 63,000.00 | 129,500.00 | 182,000.00 |
| Administrative expenses | 68,750.00 | 119,646.00 | 117,012.28 |
| Depreciation | 2,029.00 | 14,435.00 | 69,764.65 |
| Program Expenses |  |  |  |
| Interest expenses-outstanding loan |  |  |  |
| Expenses for other business operation ( fertilizer for e.g.) |  |  |  |
| TOTAL EXPENSES | **184,091** | **344,579** | **499,839** |
| PROFIT/LOSS | **111,144** | **119,628** | **84,163** |
| TAX |  |  |  |
| PROFIT AFTER TAX | **111,144** | **119,628** | **84,163** |

# Audit Report

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\audit report\075076\BS.jpg |

# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-1 & 2 Journal Voucher

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\62.jpg |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\114.jpg |

MOU-3 & 4 Journal Voucher

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\91.jpg |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\156.jpg |

MoU-5, 6 & 7 Journal Voucher, Bank deposit slip

|  |
| --- |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\22.jpg |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\46.jpg |
| D:\Cooperative Assessment\Bardiya\Deuthan agro coopes _Bardiya\Supporting Docs\JV\Supporting Docs (4).jpg |

MOU-6 Bank Deposit Slip & JV

# RF Borrowers list

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S.No. | Name of the member | Address | Purpose | Disbursed Rs. | Repaid Rs. | Balance Rs. |
| 1 | lnlv/flg yf? | u]?jf-@ , pN6gk'/ | a+u'/ kfng | 42000 | 42000 | 0 |
| 2 | /fdKof/L yf? | u]?jf-@ , pN6gk'/ | a+u'/ kfng | 42000 | 42000 | 0 |
| 3 | lutf b]lj yf? | u]?jf@ , kftfef/ | a+u'/ kfng | 36330 | 36330 | 0 |
| 4 | ;l/tf rf}w/L | u]?jf# , afn'jf6f/ | a|f]On/ kfng | 27896 | 27896 | 0 |
| 5 | zflGt b]lj yf? | u]?jf @ aGs66L | a|f]On/ kfng | 34616 | 34616 | 0 |
| 6 | ;'lidtf yf? | u]?jf @ aGs66L | t/sf/L | 25278 | 25278 | 0 |
| 7 | d+h' yf? | u]?jf-@ , pN6gk'/ | t/sf/L | 25278 | 25278 | 0 |
| 8 | l;tf yf? | u]?jf-@ , pN6gk'/ | t/sf/L | 25278 | 25278 | 0 |
| 9 | a"wgL,kN6L ,/Tg] / lkml/of | u]?jf–@,# | kfp/f]tL pBf]u | 84000 | 84000 | 0 |
| 10 | ;l/tf rf}w/L | u]?jf @ aGs66L | a+u'/ kfng | 18879 | 18879 | 0 |
| 11 | sdnf rf}w/L | u]?jf @ aGs66L | a+u'/ kfng | 18879 | 18879 | 0 |
| 12 | lutf b]lj yf? | u]?jf–! ;vf]{n | a+u'/ kfng | 18879 | 18879 | 0 |
| 13 | /fdb'nf/L yf? | u]?jf @ aGs66L | afv|f kfng | 26061 | 26061 | 0 |
| 14 | sdn yf? | u]?jf–! ;vf]{n | afv|f kfng | 26061 | 26061 | 0 |
| 15 | snfjtL yf? | u]?jf–! ;vf]{n | afv|f kfng | 26061 | 26061 | 0 |
| 16 | /hg yf? | u]?jf–! ;vf]{n | afv|f kfng | 26061 | 26061 | 0 |
| 17 | k|]d axfb'/ yf? | u]?jf–! ;vf]{n | afv|f kfng | 26061 | 26061 | 0 |
| 18 | /fd axfb'/ yf? | u]?jf–! ;vf]{n | afv|f kfng | 26061 | 26061 | 0 |
| 19 | lkkf/L yf? | u]?jf @ aGs66L | afv|f kfng | 26061 | 26061 | 0 |
| 20 | hd'gf 9f]ln | u]?jf# , afn'jf6f/ | ls/fgf k;n | 27194 | 27194 | 0 |
| 21 | zflGt yf? | u]?jf @ aGs66L | a|f]On/ kfng | 42000 | 42000 | 0 |
| 22 | /fhs'df/L yf? | u]?jf @ aGs66L | l;nfO{ s6fO{ | 14309 | 14309 | 0 |
| 23 | 5Nn' yf? | u]?jf@ , kftfef/ | e}+l; kfng | 35931 | 35931 | 0 |
| 24 | b]j/L yf? | u]?jf@ , kftfef/ | e}+l; kfng | 18879 | 18879 | 0 |
| 25 | zflGt yf? | u]?jf-@ , pN6gk'/ | a+u'/ kfng | 18879 | 18879 | 0 |
| 26 | ljgf yf? | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 27 | l;tfhfgsL yf? | u]?jf @ aGs66L | afv|f kfng | 17220 | 17220 | 0 |
| 28 | ;+r yf? | u]?jf-@ , pN6gk'/ | e}+l; kfng | 36750 | 36750 | 0 |
| 29 | kfj{tL bdfO{ | u]?jf@ , kftfef/ | ls/fgf k;n | 22430 | 22430 | 0 |
| 30 | nIdL yf? | u]?jf–! ;vf]{n | afv|f kfng | 17220 | 17220 | 0 |
| 31 | km'ns'df/L yf? | u]?jf–! ;vf]{n | afv|f kfng | 17220 | 17220 | 0 |
| 32 | la;{of yf? | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 33 | ldgf yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 34 | c;Gbof yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 35 | km"blgof yf? | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 36 | ;pgL | u]?jf–@,v'6]xgf | e}+l; kfng | 36750 | 36750 | 0 |
| 37 | sn;L rnfpg] | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 38 | ;'ldqf /fjt | u]?jf@ , kftfef/ | l;nfO{ s6fO{ | 18739 | 18739 | 0 |
| 39 | r'lGs yf? | u]?jf–@,v'6]xgf | kmlg{r/ | 40341 | 40341 | 0 |
| 40 | bz{g yf? | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 41 | /ldtf lji6 | u]?jf @ aGs66L | afv|f kfng | 17220 | 17220 | 0 |
| 42 | b]lh yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 43 | /fld yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 44 | ;fOsngL yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 17220 | 17220 | 0 |
| 45 | cl:dtf yf? | u]?jf–! ;vf]{n | afv|f kfng | 17220 | 17220 | 0 |
| 46 | v]d s'df/L yf? | u]?jf–! ;vf]{n | afv|f kfng | 17220 | 17220 | 0 |
| 47 | x}/fg' yf? | u]?jf-@ , pN6gk'/ | km|];xfp; | 34675 | 34675 | 0 |
| 48 | b'vgL yf? | u]?jf@ , kftfef/ | afv|f kfng | 17220 | 17220 | 0 |
| 49 | a"wgL yf? | u]?jf-@ , pN6gk'/ | a|f]On/ kfng | 42000 | 42000 | 0 |
| 50 | lx/f yf? | u]?jf–! ;vf]{n | afv|f kfng | 17220 | 17220 | 0 |
| 51 | afns'df/L yf? | u]?jf –# nf]xf/k'/ | afv|f kfng | 17220 | 17220 | 0 |
| 52 | lkmof{ yf? | u]?jf@ , kftfef/ | afv|f kfng | 17220 | 17220 | 0 |
| 53 | lbn/flg yf? | u]?jf– @ e}/dk'/ | e}+l; kfng | 36750 | 36750 | 0 |
| 54 | piff yf? | u]?jf@ , kftfef/ | kmlg{r/ | 40341 | 40341 | 0 |
| 55 | ;'ldtf yf? | u]?jf–! ;vf]{n | t/sf/L | 9253 | 9253 | 0 |
| 56 | km'ns'df/L yf? | u]?jf–! lsxfgLafhf/ | km|];xfp; | 34675 | 34675 | 0 |
| 57 | Ogb|f yf? | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 58 | kljqf s'j/ | u]?jf@ , kftfef/ | e}+l; kfng | 36750 | 36750 | 0 |
| 59 | s[li0f yf? | u]?jf @ aGs66L | Onf]s6f]/lgs | 38805 | 38805 | 0 |
| 67 | ;/:jtL g]kfnL | u]?jf # u0f]zk'/ | a|f]On/ kfng | 42000 | 14000 | 28000 |
| 68 | hodf]tL yf? | u]?jf–! ;vf]{n | a|f]On/ kfng | 42000 | 18817 | 23183 |
| 69 | Ogb|f yf? | u]?jf–! ;vf]{n | a+u'/ kfng | 22113 | 22113 | 0 |
| 70 | dlgtf yf? | u]?jf–! ;vf]{n | a+u'/ kfng | 21924 | 21904 | 20 |
| 60 | rGb|f b]lj j8 | u]?jf–! ;vf]{n | e}+l; kfng | 39186 | 35586 | 3600 |
| 61 | dg;/f /fjt | u]?jf # u0f]zk'/ | e}+l; kfng | 37086 | 37086 | 0 |
| 62 | t'nf sfld | u]?jf–! ;vf]{n | e}+l; kfng | 39186 | 20000 | 19186 |
| 63 | ef]hnfn yf? | u]?jf–! ;vf]{n | afv|f kfng | 21840 | 21840 | 0 |
| 64 | a'lbof ;f]gfxf | u]?jf–! ;vf]{n | afv|f kfng | 21840 | 14960 | 6880 |
| 65 | lgd{nf yf? | u]?jf# , afn'jf6f/ | afv|f kfng | 15960 | 15960 | 0 |
| 66 | nf]udflg yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 15960 | 15960 | 0 |
| 71 | t'n;f /f]sfo | u]?jf # u0f]zk'/ | e}+l; kfng | 36750 | 24125 | 12625 |
| 72 | l;tf b]aL yf? | u]?jf –! aGv]t | afv|f kfng | 20580 | 0 | 20580 |
| 73 | u'/xL yf? | u]?j @ l;uflx | l;nfO{ s6fO{ | 18739 | 18739 | 0 |
| 74 | ldgf yf? | u]?jf –! aGv]t | km|];xfp; | 34675 | 24474 | 10201 |
| 75 | hudf]ltyf yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 21000 | 0 | 21000 |
| 76 | cdl/tf yf? | u]?jf-@ , pN6gk'/ | afv|f kfng | 20580 | 0 | 20580 |
| 77 | Khodiya Tharu | Khodiya Rajipur-2 | Goat keeping | 10000 | 0 | 10000 |
| 78 | Phulkumari Tharu | Khodiya Rajipur-3 | Goat keeping | 10000 | 0 | 10000 |
| 79 | Susmita Tharu | Khodiya Rajipur-3 | Goat keeping | 10000 | 0 | 10000 |
| 80 | Jamuna Tharu | Khodiya Rajipur-2 | Goat keeping | 10000 | 0 | 10000 |
| 81 | Rampati Tharu | Khodiya Rajipur-1 | Goat keeping | 10000 | 0 | 10000 |
| 82 | Ratrani Tharu | Khodiya Rajipur-3 | Goat keeping | 10000 | 0 | 10000 |
| 83 | Rishmani Tharu | Khodiya Rajipur-2 | Goat keeping | 10000 | 0 | 10000 |
|  |  |  |  |  |  |  |
| 84 | Ghumni Tharu | Khodiya Rajipur-1 | Goat keeping | 10000 | 0 | 10000 |
| 85 | Laxan Tharu | Khodiya Rajipur-1 | Pig keeping | 10000 | 0 | 10000 |
|  |  |  |  | **2207410** | **1951555** | **255855** |

|  |
| --- |
| **Saino Agriculture Cooperative Ltd.**  **Geruwa Rural municipality-6, Bardiya** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Saino Agriculture Cooperative Ltd.is established in 2071 , registered under Cooperative Act. It is located in Geruwa RM-6 Bardiya. Its working area covers 1ward of Geruwa rural municipality. Nos of total general members are277. Detailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | | |
|  |  | M | F | M | F | M | F | M | F | M | F | Total |
| 1 | General Members |  |  | 32 | 242 | 1 | 2 |  |  | 33 | 244 | 277 |
| 2 | Group |  |  |  |  |  |  |  |  |  |  |  |
|  | **TOTAL** | **0** | **0** | **32** | **242** | **1** | **2** | **0** | **0** | **33** | **244** | **277** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt | 18 | 45 | 40% | | Financial Status | 19 | 30 | 63% | | Governance | 17 | 35 | 49% | | Products/ Services | 4 | 10 | 40% | | Revolving Fund (RF) Mgmt. | 19 | 20 | 95% | | Staff and Office management | 6 | 10 | 60% | | TOTAL | **83** | **150** | **55%** | |  |

# Governance

Participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption through It submits report to GNI. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive. There is instance of overdue loan of committee members.

|  |  |  |
| --- | --- | --- |
| Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| Governance | **17** | **35** |
| Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| % of participation in last AGM | 2 | 2 |
| The chairperson is elected by AGM | 0 | 1 |
| % participation of BOD in the last meeting | 2 | 2 |
| 33 % of Women representation in the executive committee | 2 | 2 |
| BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| Strategic/ business plan is prepared and approved | 1 | 1 |
| Annual budget is prepared and presented in AGM | 1 | 1 |
| Annual program is prepared, approved and based on business plan | 0 | 1 |
| Annual program/plan is prepared and presented in AGM | 1 | 1 |
| Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| Loan sub- committee formed and meeting held regularly | 1 | 1 |
| AC Supervisory committee meeting held quarterly | 0 | 1 |
| Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| Regular meeting of executive committee as per law | 1 | 1 |
| Quarterly supervision by AC supervisory committee | 0 | 1 |
| Is the delegation of authority is exercised as per bye laws? | 0 | 2 |
| Availability of saving and credit policy | 1 | 1 |
| Availability of share policy | 0 | 1 |
| Availability of HR policy | 0 | 1 |
| Availability of Financial Administration policy | 0 | 1 |
| Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

The cooperative has used Accounting software “GURU” side by side they have maintained manual ledger. The very Objective of software installation to increase efficiency is yet to achieve. More, Manager is busier to maintain books of accounts in dual mode. Manual ledgers are updated, based on double entry book keeping system, on monthly basis; subsidiary ledgers are adequately maintained. Pass book is updated on timely basis. Budgetary control and advance management require attention. Reporting and control on financial transactions are to be institutionalized. They do not practice preparing loan follow up and monitoring report. loan documentation is satisfactory.

|  |  |  |
| --- | --- | --- |
| Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| Financial & Loan Mgmt | **18** | **45** |
| (Goods) Stock Register is updated appropriately | 0 | 1 |
| Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| Auditing conducted within Ashwin end | 0 | 2 |
| Books of accounts maintained with double entry book keeping system | 1 | 3 |
| Budget is prepared and expenses made within the approved budget | 1 | 1 |
| Transaction made through cash or cheque | 0 | 2 |
| Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 4 ledgers updated | 0 | 2 |
| Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| Is computerized accounting software installed? | 1 | 1 |
| Is transaction updated on regular basis in computerized software | 1 | 1 |
| Passbook is updated on timely basis | 2 | 2 |
| Progress and financial report reviewed in board meeting | 0 | 3 |
| Status of bill & voucher approval by appropriate authority | 0 | 2 |
| Accurately ledger posting | 0 | 2 |
| Is loan disbursed as per policy or as per decision | 1 | 1 |
| Is action taken for delinquent borrowers | 0 | 2 |
| Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| Is loan overdue discussed in the board meeting? | 0 | 1 |
| Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( guarantee), minutes of loan SC | 3 | 3 |
| Members participated in regular/monthly savings? | 2 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Staff is yet to provide with job description that forms the basis for clarity on staff’s own roles and responsibilities. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity to monitor books of Accounts.

|  |  |  |
| --- | --- | --- |
| Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| Staff and Office management | **6** | **10** |
| Is salary provided to staff on regular basis? | 0 | 1 |
| Whether office exists? | 1 | 1 |
| Is office opened in a regular basis | 1 | 1 |
| Is training provided to staff? | 1 | 1 |
| Staff are appointed with Job description | 0 | 1 |
| Staff have clear on their roles and responsibilities | 1 | 1 |
| Manager has knowledge of four ledgers | 2 | 2 |
| Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
| Grand Total | **85** | **150** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Training received by committee / sub committee members and staff last year | | | | |
| Name of the training | **No. of training** | **No. of participants** | **Training period** | **Staff or committee & SC members** |
| Accounting Training | 2 | 2 | 3 ay | staff |
| Computer Software Traning | 2 | 2 | 2 Day | Staff |
| TOTAL | **4** | **4** |  |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | Bisnu Chaudhari | M | Chairpersan | 5 |
| 2 | Phul Bagiya | F | Vice Chairparson | 5 |
| 3 | Ramkrisni Chaudhari | F | Secretary | 10 |
| 4 | Rajkumari Tharu | F | Treasurer | 5 |
| 5 | Shreeparti Tharu | F | Member | 5 |
| 6 | Dasni Tharu | F | Member | 5 |
| 7 | Ramphal Tharu | M | Member | 5 |
| 8 | Sunita Tharu | F | Member | 5 |
| 9 | Padma Chaudhari | F | Member | 10 |

# Products and Services

The cooperative service has been limited to saving and credit to its members.. Dividend and patronage capital refund have not been distributed as per bye laws

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **4** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 0 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 1 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| SAVING PRODUCT | | | | | | | |
| S.NO. | Savings Type | No. of savers | Minimum savings balance | How to deposit (annual, monthly, weekly or at a time) | Interest rate per annum | How and when the savings can be with drawn | Balance as of Mid-July, 2019 |
| 1 | 3 type of Saving | 270 | 270 | Monthly | 6% | Not applicable | 1,257,770 |
|  | **Total** | **270** |  |  |  |  | **1,257,770** |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| LOAN | | | | | | | | |
| S.NO. | **Type of Loan** | **No. of Borrower as of Mid July 2019** | **Balance as of Mid-July 2019** | **Interest Rate per Annum** | **service charge** | **Maximum Loan Ceiling** | **Loan Period** | **Installment Type** |
| 1 | 3 type of loan | 127 | 2637835 | 15% |  | 40000 | 1 year | Qtrly |
|  | **Total** | **127** | **2637835** |  |  |  |  |  |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. For administration of loan, loan is disbursed based on business plan of approved individual borrower @ 6 % P.A. The cooperative has disbursed100% of received amount as RF (as of Mid-July 2019). Reporting to partner organization on RF is made on regular basis. Information on loan from RF is to be made more accurate and systematic

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |

# Revolving fundFinancial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. **2,104,396.** However, audited financial statement reflects Rs. 1,995,343 as capital Grant, difference being Rs. 109,053 { it is the amount disbursed in FY 2075/76 by GNI and recorded by cooperative; financial audited statement for FY 2075/76 will have to incorporate this amount ( audit for FY 2075/76 was not carried out during the time of assessment )} . GNI record shows the same amount as RF Grant as recorded by cooperative. All of the RF grant has been disbursed to the beneficiaries (list is annexed as RF borrowers below).

|  |  |  |
| --- | --- | --- |
| PARTICULARS | AMOUNT | REMARKS |
| As per audit report (2074/75)- GNI RF | 1,995,343.00 | Though audit report for FY 2075/76 is not available, based on audit report of FY 2074/75, it can be inferred that RF Grant to be reflected in Audit Report for FY 2075/76 will be the same as reflected by record of GNI. |
| AS PER BALANCE SHEET( COMPUTER GENERATED REPORT)- GRANT | 2,104,396.00 |
| AS PER GNI RECORD | 2,104,396.00 |
| *RF Grant disbursed by GNI in FY 2075/76 (Difference)* | ***109,053.00*** |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Revolving Fund (RF) disbursed by GNI details | | | | | | | | |
| sno | fiscal year | MOU s.no | MOU amount (RF only) | received date | voucher # | received amount (RF) | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 1 | 71/72 | 1 | Na | Na | NO VOUCHER/ NO 4 KHATA | 571,708.00 | 16 | 571,708.00 |
| 2 | 72/73 | 2 | 1,045,818.00 | 9/16/2072 | 56 | 474,110.00 | 21 | 474,110 |
| 3 | 73/74 | 3 | 140,986.00 | 9/14/2073 | 163 | 140986 | 6 | 140,986 |
| 4 | 73/74 | 4 | 305,652.00 | 12/10/2073 | 115 | 305652 | 15 | 305,652 |
| 5 | 74/75 | 5 | 425,649.00 | 5/28/2074 | 60 | 173649 | 6 | 173649 |
| 6 | 74/75 | 6 | 6/25/2074 | 88 | 252000 | 6 | 252000 |
| 7 | 74/75 | 7 | 77,238.00 | 3/24/2075 | 358 | 77,238.00 | 2 | 77,238.00 |
| 8 | 75/76 | 8 | 109,053.00 | 31/3/2076 |  | 109,053.00 | 3 | 109,053 |
| TOTAL TILL FY 2075/76 | | | **2,104,396.00** |  |  | **2,104,396.00** | **75** | **2,104,396** |

# Financial Status

Overall, financial ratio based on assessed indicators is satisfactory notably delinquency ratio with no provisioning of loan loss reserve. Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Growth indicators and profitability indicators are satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **19** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 2 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 2 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017 | FY 2018 | FY 2019 |
| Allowance of loan losses/Total outstanding loan | 1% | 3% | 0.00% |
| Total loans/Total assets | 67% | 68% | 70% |
| Total savings /Total assets | 26% | 30% | 35% |
| External loans/Total assets | 0% | 0% | 0% |
| Total share/Total assets | 9% | 7% | 6% |
| Institutional capital/Total assets | 10% | 9% | 7% |
| Delinquency loans/Total loan portfolio | 0% | 0% | 33% |
| Non-earning assets/Total assets | 33% | 22% | 29% |
| Operating expenses/Total assets | 5% | 7% | 6% |
| Liquidity reserve/Savings deposits | 29% | 18% | 13% |
| Growth in Members |  |  | 1% |
| Growth in Total assets |  | 47% | 27% |
| OSS (Operating Self Sufficiency) | 141% | 128% | 146% |
| % Loan Bad loan |  |  | 8% |

# Recommendation

* Increase Saving and take appropriate action to decrease bad debt.
* Make gradual plan to completely base on only computerized accounting software increasing efficiency and effectiveness of maintaining books of accounts process
* Manager has to be provided with advanced financial management training with further knowledge of accounting control and interpretation of financial statement; Training on accounting system to Executive committee, and training on accounting control and internal auditing for Account Supervisory Committee.
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism
* Prepare JD

# Annex

# Performance Assessment Score

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **18** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 0 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 1 | 1 |
| 7 | Transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 0 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 1 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 0 | 2 |
| 17 | Accurately ledger posting | 0 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 0 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 0 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 2 | 2 |
| B | **Financial Status** | **19** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 2 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 2 | 2 |
| 34 | Growth in Members | 2 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |
| C | **Governance** | **17** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 2 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 1 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 1 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 1 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 0 | 2 |
| 60 | Availability of saving and credit policy | 1 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **4** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 0 | 2 |
| 72 | Types of loans product provided by cooperative | 1 | 1 |
| 73 | Types of savings product provided by cooperative | 1 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **19** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **6** | **10** |
| 88 | Is salary provided to staff on regular basis? | 0 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
|  | **Grand Total** | **83** | **150** |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
|  | **FY 2017** | **FY 2018** | **FY 2019** |
| Particulars | 2017 July 16 | 2018 July 16 | 2019 July 16 |
| Assets |  |  |  |
| Cash Balance | 248,917.00 | 352,883.00 | 326,650.32 |
| bank balance | 465,040.00 | 311,008.00 | 263,943.00 |
| other Current Assets |  |  | 5,099.63 |
| Outstanding Loan | 1,641,233.00 | 2,429,450.00 | 3,118,907.04 |
| other Investment | 2,000.00 | 2,000.00 | 2,000.00 |
| Other (Suspenses) |  | 388,713.36 |  |
| Fixed Assets | 93,945.00 | 110,433.75 | 708,634.00 |
| TOTAL ASSETS | **2,451,135.00** | **3,594,488.11** | **4,425,233.99** |
| Liabilities | - |  |  |
| Share capital | 225,000.00 | 269,000.00 | 272,000.00 |
| Grant -GNI | 1,492,465.00 | 1,995,343.00 | 2,104,396.00 |
| Other Grant | - | - | - |
| TOTAL GRANT | **1,492,465.00** | **1,995,343.00** | **2,104,396.00** |
| General Reserve | 18,528.00 | 43,726.82 | 43,726.82 |
| loan loss reserve | 16,412.00 | 73,809.54 |  |
| other reserve | 55,584.00 | 131,180.47 | 410,607.12 |
| External loan from other institutions | - | - | - |
| savings and deposits | 635,645.00 | 1,079,186.28 | 1,597,421.15 |
| Payable | 7,501.00 | 2,242.00 | 5,584.83 |
| short term liabilities (Supp# Payable) | - | - | 133,141.68 |
| Other liabilities (Suspense) |  |  |  |
| TOTAL LIABILITIES AND CAPITAL | **2,451,135.00** | **3,594,488.11** | **4,566,877.60** |

|  |  |  |  |
| --- | --- | --- | --- |
| Income Statement | | | |
| INCOME | **FY 2017** | **FY 2018** | **FY 2019** |
| Interest income | 178883 | 317,144.00 | 447,066.88 |
| |  | | --- | | **service fee** | | 0 | - | - |
| Other income (penalty/ entrance fee etc.) | 72,111.00 | 149,557.31 | 134,670.00 |
| Income from other business operation ( fertilizer sale for e.g.) |  |  |  |
| .. |  |  |  |
| Administrative Grant-GNI |  |  | 60,000.00 |
|  | - | - | - |
| .. | - | - | - |
| TOTAL INCOME | **250,994** | **466,701** | **641,737** |
| Interest expenses-saving | 34,380.00 | 63,480.23 | 105,997.23 |
| Saving return cash |  |  |  |
| Loan loss provision | 16,412.00 | 57,397.55 |  |
| Salary expenses | 54,895.00 | 104,200.00 | 175,500.00 |
| Administrative expenses | 68,365.00 | 104,017.00 | 80,813.00 |
| Depreciation | 3,926.00 | 36,811.25 | 36,811.25 |
| Program Expenses |  |  |  |
| Interest expenses-outstanding loan | - |  |  |
| Expenses for other business operation ( fertilizer for e.g.) | - | - | - |
| TOTAL EXPENSES | **177,978** | **365,906** | **399,121** |
| PROFIT/LOSS | **73,016** | **100,795** | **242,615** |
| TAX |  |  |  |
| PROFIT AFTER TAX | **73,016** | **100,795** | **242,615** |

# Audit Report

|  |
| --- |
| F:\Cooperative Assessment\Bardiya\Saino Agro coopes _Bardiya\Supporting Docs\audit report\074075\BS.jpg |
| F:\Cooperative Assessment\Bardiya\Saino Agro coopes _Bardiya\Supporting Docs\audit report\074075\IN.jpg |

# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-3 Journal Voucher &MoU 6 Bank statement

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| F:\Cooperative Assessment\Bardiya\Saino Agro coopes _Bardiya\Supporting Docs\JV\20191214_131256.jpg |
| F:\Cooperative Assessment\Bardiya\Saino Agro coopes _Bardiya\Supporting Docs\Bank statement\20191214_134950.jpg |

MOU-8 Bank statement

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# RF Borrowers list

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| S.No. | Name of the member | Address | Purpose/ Income Generating Activities | Disbursed Rs. | Balance Rs. |
| 1 | Atornuya Tharu | manau | pig farm | 18879 | 0 |
| 2 | Dasni Tharu | manau | goat farm | 26061 | 0 |
| 3 | Dongli tharu | manau | pig farm | 26061 | 0 |
| 4 | Dukhani tharu | manau | pig farm | 18879 | 0 |
| 5 | Hirani tharu | manau | pig farm | 18879 | 0 |
| 6 | Indarakala tharu | manau | pig farm | 18879 | 0 |
| 7 | Kusila tharu | manau | pig farm | 18879 | 0 |
| 8 | Lahiya tharu | manau | pig farm | 18879 | 0 |
| 9 | Mahrajiya tharu | manau | pig farm | 18879 | 0 |
| 10 | Maya kumari tharu | manau | goat farm | 26061 | 0 |
| 11 | Pramkumari tharu | manau | goat farm | 26061 | 0 |
| 12 | Ramfal tharu | manau | pig farm | 18879 | 0 |
| 13 | Rampiyari tharu (B) | manau | pig farm | 18879 | 0 |
| 14 | Rampiyari tharu(A) | manau | pig farm | 18879 | 0 |
| 15 | Roina sonaha | manau | goat farm | 26061 | 0 |
| 16 | Sabitri tharu | manau | goat farm | 26061 | 0 |
| 17 | Shompati tharu | Manau | buffalo farm | 35931 | 0 |
| 18 | Sita tharu | manau | pig farm | 18879 | 0 |
| 19 | Sita tharu | manau | pig farm | 26061 | 0 |
| 20 | Siurani tharu | manau | pig farm | 27194 | 0 |
| 21 | Sukrani tharu | Manau | sycl repair shop | 20889 | 0 |
| 22 | Asarani tharu | manau | poultry farm | 34616 | 0 |
| 23 | Bafti tharu | manau | vegetable– 4 kattha | 25277 | 0 |
| 24 | Bisnu chaudhari | manau | poultry farm | 34616 | 0 |
| 25 | Dukhram sonaha | manau | poultry farm | 34616 | 0 |
| 26 | Fulbagiya tharu | manau | pig farm | 36330 | 0 |
| 27 | Kisna tharu | manau | pig farm | 36330 | 0 |
| 28 | Kusila sonaha | manau | sewing | 27657 | 0 |
| 29 | Lahiya tharu | manau | poultry farm | 34616 | 0 |
| 30 | Lauti tharu | manau | goat farm | 36330 | 0 |
| 31 | Manki tharu | manau | pig farm | 36330 | 0 |
| 32 | Manki tharu-1 | manau | goat farm | 42000 | 0 |
| 33 | Nirmla tharu | manau | retails | 42000 | 0 |
| 34 | Phula rani tharu | manau | pig farm | 36330 | 0 |
| 35 | Shahani tharu | manau | pig farm | 36330 | 0 |
| 36 | Shreeparti tharu | manau | goat farm | 42000 | 0 |
| 37 | Sunita tharu | manau | pig farm | 36330 | 0 |
| 38 | Asha tharu | Manau – 8 | pig farm | 16523 | 16523 |
| 39 | balram tharu | Manau – 3 | sycl repair shop | 27426 | 27426 |
| 40 | jugari tharu | manau-5 | goat farm | 17220 | 17220 |
| 41 | khidiya tharu | Manau – 4 | goat farm | 17220 | 0 |
| 42 | khirvanni tharu | Manau – 8 | goat farm | 17220 | 0 |
| 43 | kisna tharu | Manau – 8 | pig farm | 16523 | 0 |
| 44 | lahani tharu | Manau – 8 | pig farm | 16523 | 16523 |
| 45 | laxmi tharu | Manau – 5 | goat farm | 17220 | 0 |
| 46 | laxmi tharu | Manau – 5 | vegetable– 4 kattha | 9253 | 0 |
| 47 | manturni tharu | Manau – 5 | poultry farm | 42000 | 0 |
| 48 | parsu ram thau | manau | furniture | 40341 | 0 |
| 49 | Rita garti | Manau – 5 | goat farm | 17220 | 17220 |
| 50 | shankar tharu | Manau – 8 | goat farm | 17220 | 0 |
| 51 | sova tharu | Manau – 3 | goat farm | 17220 | 0 |
| 52 | thanchi tharu | Manau – 4 | pig farm | 16523 | 0 |
| 53 | Chhuni Lal tharu | Manau-7, Bhardiya, Bheri. | Loan Received Account | **16523** | 2846 |
| 54 | Kalmaya tharu | Manau-5, Bhardiya, Bheri. | Loan Received Account | **36750** | 0 |
| 55 | Magha rharu | Manau-6, Bhardiya, Bheri. | Loan Received Account | **16523** | 9426 |
| 56 | Pridasni tharu | Manau-6, Bhardiya, Bheri. | Loan Received Account | **17220** | 10949 |
| 57 | Rampat tharu | Manau-5, Bhardiya, Bheri. | Loan Received Account | **17220** | 0 |
| 58 | Sagita tharu | Manau-5, Bhardiya, Bheri. | Loan Received Account | **36750** | 0 |
| 59 | Chuliya tharu | Manau-5, Bhardiya, Bheri. | Beflo Polen | 15960 | 13341 |
| 60 | Dugie tharu | Manau-6, Bhardiya, Bheri. | Beflo Polen | 21840 | 0 |
| 61 | jagamoti thar | Manau-6, Bhardiya, Bheri. | Beflo Polen | 39186 | 35261 |
| 62 | padma Chaudhari | Manau-6, Bhardiya, Bheri. | Beflo Polen | 39186 | 35065 |
| 63 | Sita tharu | Manau-8, Bhardiya, Bheri. | Beflo Polen | 20580 | 0 |
| 64 | Sunamot tharu | Manau-6, Bhardiya, Bheri. | Beflo Polen | 36897 | 33192 |
| 65 | Dacani tharu | Manau-8, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 66 | kishna kumari tharu | Manau-6, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 67 | Parbit Sonaha | Manau-6, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 68 | Partiva tharu | Manau-3, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 69 | sunita tharu balvariya | Manau-6, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 70 | Susmita tharu | Manau-7, Bhardiya, Bheri. | Boiler palan | 42000 | 0 |
| 71 | Hari Ram tharu | Manau-8, Bhardiya, Bheri. | Farnichar | 40341 | 18967 |
| 72 | Lout tharu | Manau-6, Bhardiya, Bheri. | Beflo Polen | 36897 | 34857 |
| 73 | angni tharu gucharn | Manau-3, Bhardiya, Bheri. | Beflo Polen | 36750 | 28296 |
| 74 | Pari tharu | Manau-7, Bhardiya, Bheri. | Beflo Polen | 35406 | 28141 |
| 75 | Rada Shonaha | Manau-9, Bhardiya, Bheri. | Beflo Polen | 36897 | 28693 |

|  |
| --- |
| **ChhimekiChhimeki Agro Cooperative Ltd.**  **Madhuwan Municipality-6, Buddhanagar, Bardiya** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Chhimeki Agro Cooperative Ltd..is established in 2071, registered under Cooperative Act. It is located in Madhuwan Municipality-6, Buddhanagar, Bardiya. Nos of total general members is 387. Its working area is Madhuwan Municipality-5,6,8&9 Buddhanagar, BardiyaDetailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | | |
|  |  | M | F | M | F | M | F | M | F | M | F | Total |
| 1 | General Members | 14 | 103 | 14 | 152 | 8 | 96 |  |  | 36 | 351 | 387 |
| 2 | Group |  |  |  |  |  |  |  |  |  |  |  |
|  | **TOTAL** | **14** | **103** | **14** | **152** | **8** | **96** | **0** | **0** | **36** | **351** | **387** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff; and field visit of RF borrowers on sample basis. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt | 18 | 45 | 40% | | Financial Status | 14 | 30 | 47% | | Governance | 7 | 35 | 20% | | Products/ Services | 0 | 10 | 0% | | Revolving Fund (RF) Mgmt. | 9 | 20 | 45% | | Staff and Office management | 7 | 10 | 70% | | TOTAL | **55** | **150** | **37%** | |  |

# Governance

On governance parameter, the cooperative has performed very poorly. The commitment of executive committee is poorly reflected through irregular savings by themselves and over-due loan of the committee members. Worse, Case of financial misappropriation was undergoing till the time of assessment. Charge of cash embezzlement was recorded by members and the charged executive members committed to refund the misappropriated amount.

Though participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%, major policies and plans are yet to formulate and get endorsed by AGM. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption throughIt submits report to GNI. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| C | **Governance** | **7** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 0 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 1 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 0 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 0 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 0 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 0 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 0 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 0 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

Financial and Loan Management of the cooperative is very poor. Cash management is very poor ( pls refer the case of cash embezzlement above section); there is repeated loan to the same person with instances of loan overdue . The cooperative has used Accounting software “GURU” side by side they have maintained manual ledger. The very Objective of software installation to increase efficiency is yet to achieve. In parallel, manual account is maintained on double entry book keeping system, on monthly basis; subsidiary ledgers are maintained. Pass book is updated on timely basis. Budgetary control and advance management is very poor and require attention. Reporting and control on financial transactions are to be institutionalized. They do not practice preparing loan follow up and monitoring report. However, loan documentation is satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **18** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 1 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 1 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 2 | 2 |
| 17 | Accurately ledger posting | 1 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 0 | 1 |
| 19 | Is action taken for delinquent borrowers | 1 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 0 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( guarantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 0 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Staff is yet to provide with job description that forms the basis for clarity on staff’s own roles and responsibilities. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity and develop right sense of attitude to improve overall financial management including monitoring books of Accounts.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Staff and Office management** | **7** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | Santa bir oli | M | Chairpersan | 10 |
| 2 | Bimalasunar | F | Vice Chairparson | 8 |
| 3 | Yamkumaribhandari | F | Secretary | 10 |
| 4 | Tilsarakhatri | F | Treasurer | 8 |
| 5 | Barsasunar | F | Member | 8 |
| 6 | Durga B k | F | Member | 9 |
| 7 | Sangitathapa | F | Member | 7 |
| 8 | Lok raj pariyar | M | Member AC committee | 10 |
| 9 | Yamkumaribhat | F | Member AC committee | 5 |
| 10 | Tulsikumarishahi | F | Member AC committee | 10 |
| 11 | Tilsara b k | F | Member LC committee | 5 |
| 12 | Ram BdrHiskimagar | M | Member LC committee | 5 |
| 13 | NishaRawat | F | Member LC committee | 5 |

# Products and Services

The cooperative service has been very limited to saving and credit to its members. Cooperative has scored very poorly on indicators below. In fact, the cooperative has not secured any score.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **0** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 0 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 0 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| SAVING PRODUCT | | | | | | | |
| S.NO. | Savings Type | No. of savers | Minimum savings balance | How to deposit | Interest rate per annum | How and when the savings can be with drawn | Balance as of Mid-July, 2019 |
| 1 | Monthly Saving | 380 | 100 | Monthly | 8% | Not applicable | 1,366,128 |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.NO. | Type of Loan | No. of Borrower as of Mid July 2019 | Balance as of Mid-July 2019 | Interest Rate per Annum | service charge | Maximum Loan Ceiling | Loan Period | Installment Type |
| 1 | General (Internal) loan | 68 | 2383343 | 14% | 0 | 50000 | 24 month | Qtrly |
| 2 | Revolving Fund | 16 | 328479 | 6% | 0 | As per Business plan | As per Business plan | Qtrly |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. RF borrowers’ record management is to improve. The RF loan record is generated in Excel, verification of RF borrowers with the total RF loan disbursement does not tally with RF received ( see remarks of RF loan disbursement table below) .it is recommended to carry out verification of RF borrowers with updated RF list.RF Information system on loan from RF is to be made more accurate and systematic

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |  |
|  | **Revolving Fund (RF) Mgmt.** | **9** | **20** |  |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |  |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |  |
| 77 | Level of loan Disbursement amount from RF | 0 | 2 |  |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |  |
| 79 | Is RF disbursed repeatedly to same person/household? | 0 | 2 |  |
| 80 | Is loan disbursed to approve borrower? | 0 | 2 |  |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |  |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |  |
| 83 | Bad loan % (revolving fund) | 0 | 3 |  |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |  |
| 85 | Is there name list of member who received revolving fund | 0 | 1 |  |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |  |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |  |

# Revolving fund Financial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. 3,068,130. Record of GNI also shows the same amount. Audited financial statement also reflects the same amount as General Reserve; .

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| RF and loan disbursement till the end of Ashad end 2076 | | | | | | | |
| S.N. | Revolving Fund received | Loan disbursed (Rs.) | Overdue Amount (Rs.) | Revolving Loan Fund Outstanding (Rs.) | Interest Earned (Rs.) | No of people received Loan | Remarks |
| 1 | 3,068,130 | 3,068,130 |  | **328,479** |  | 96 |  |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Revolving Fund (RF) disbursed by GNI details | | | | | | | | | |
| sno | fiscal year | MOU s.no | MOUdate | MOUamount | received date | voucher # | received amount | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 1 | 071/072 | 1 | 8/28/2072 | 2,138,784 | 9/30/2071 | 1 | 298,025 | RF disbursed amount based on provided list. Though excel generated RF borrower lists were provided, the RF borrowers are to be further verified to ascertain the RF borrowers and exact RF amount disbursed | |
| 2 | 071/072 | 2 |  | 11/29/2071 | 4 | 812,630 |
| 3 | 071/072 | 3 | 2/27/2072 | 2/27/2072 | 20 | 275,901 |
| 4 | 2072/073 | 4 | 4/27/2072 | 4/27/2072 | 2 | 383,903 |
| 5 | 2072/073 | 5 |  | 8/19/2072 | 19 | 368,325 |
| 6 | 2072/073 | 6 | 9/14/2073 | 141683 | 9/18/2073 | 28 | 141,683 |
| 7 | 2073/074 | 7 | 12/7/2073 | 439610 | 12/4/2073 | 47 | 439,610 |
| 8 | 2073/074 | 8 |  | 54886 | 5/1/2074 | 21 | 54,886.00 |
| 9 | 2074/075 | 9 |  | 239022 | 5/28/2074 | 45 | 174,909 |
| 10 | 2074/075 | 10 |  | 6/27/2074 | 71 | 64,113 |
| 12 | 2074/075 | 11 |  | 54145 | 3/25/2075 | 312 | 54,145 |
|  |  |  | **TOTAL** | **3,068,130** | **696,488** | **570** | **3,068,130** | **96** | **3,109,228** |

# Financial Status

Overall, financial ratio is poor based on assessed indicators notably delinquency ratio, OSS, allowances on loan losses. Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Growth indicators and profitability indicators are also not satisfactory. In fact, total transaction of FY 2075/76 has been decreased compared to previous year.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **14** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 2 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 0 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017 | FY 2018 | FY 2019 |
| *Allowance of loan losses/Total outstanding loan* | *0%* | *0%* | *0.00%* |
| *Total loans/Total assets* | *83%* | *48%* | *52%* |
| *Total savings /Total assets* | *15%* | *20%* | *26%* |
| *External loans/Total assets* | *0%* | *0%* | *0%* |
| *Total share/Total assets* | *17%* | *18%* | *18%* |
| *Institutional capital/Total assets* | *18%* | *19%* | *72%* |
| *Delinquency loans/Total loan portfolio* | *0%* | *0%* | *45%* |
| *Non-earning assets/Total assets* | *17%* | *46%* | *37%* |
| *Operating expenses/Total assets* | *5%* | *45%* | *16%* |
| *Liquidity reserve/Savings deposits* | *15%* | *34%* | *12%* |
| *Growth in Members* |  |  | *1%* |
| *Growth in Total assets* |  | *20%* | *0%* |
| *OSS (Operating Self Sufficiency)* | *95%* | *93%* | *36%* |
| *% Loan Bad loan* |  |  | *31%* |

# Recommendation

* **Carry out Management Audit, as new Executive committee will be on- board, to facilitate the smooth functioning. Prepare business plan of cooperative that will facilitate to ensure the output in the future and improvements to be made in governance and management;**
* **Capacitate new committee and staff, and closely review and monitor the functioning of committees and staff;**
* **Review RF borrowers’ list and update it with field verification ( on appropriate sample basis)**
* **Increase members; and motivate members to participate in their cooperative; organize cooperative education, financial literacy and other activities that increase their loyalty and ownership towards cooperative.**
* Increase Saving and take appropriate action to manage delinquency.
* Make gradual plan to completely base on only computerized accounting software increasing efficiency and effectiveness of maintaining books of accounts process
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism

# Annex

# Performance Assessment Score

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **18** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 1 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 0 | 1 |
| 4 | Auditing conducted within Ashwin end | 1 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | Transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 1 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 1 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 2 | 2 |
| 17 | Accurately ledger posting | 1 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 0 | 1 |
| 19 | Is action taken for delinquent borrowers | 1 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 0 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 0 | 2 |
| B | **Financial Status** | **14** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 2 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 0 | 3 |
| C | **Governance** | **7** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 0 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 1 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 0 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 0 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 0 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 0 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 0 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 0 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 0 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **0** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 0 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 0 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **9** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 0 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 0 | 2 |
| 80 | Is loan disbursed to approve borrower? | 0 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 2 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 0 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 0 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **7** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 1 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 1 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
|  | **Grand Total** | **55** | **150** |

# Ethnic and Gender distribution of the Board of Directors, Committee and Sub-Committee

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Name of the Committee and Sub-Committee | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | |
|  |  | M | F | M | F | M | F | M | F | M | F |
| 1 | Board of Directors | 1 | 2 | 0 | 1 | 0 | 3 | 0 | 0 | 1 | 6 |
| 2 | Account Supervisory Committee | 0 | 2 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 2 |
| 3 | Loan Sub-Committee | 0 | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 1 | 2 |
|  | **TOTAL** | 1 | 5 | 1 | 1 | 1 | 4 | 0 | 0 | 3 | 10 |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
| Particulars | **FY 2017** | **FY 2018** | **FY 2019** |
| Assets |  |  |  |
| Cash Balance | 1,733.00 | 1,287,391.00 | 69,365.00 |
| |  | | --- | | Bank Balance | | 666,163.00 | 478,385.00 | 561,682.00 |
| other Current Assets | - | 457,928.25 | 1,067,521.28 |
| Outstanding Loan | 3,593,524.00 | 2,493,816.00 | 2,711,822.00 |
| other Investment | 2,000.00 | 2,000.00 | 8,600.00 |
| Receivable | - | 322,713.00 | 547,106.00 |
| Fixed Assets | 66,500.00 | 163,285.75 | 224,012.39 |
| TOTAL ASSETS | **4,329,920.00** | **5,205,519.00** | **5,190,108.67** |
| Liabilities | - |  |  |
| Share capital | 755,700.00 | 944,100.00 | 956,900.00 |
| Grant -GNI | 2,720,077.00 | - | - |
| Other Grant | 30,000.00 | - | - |
| TOTAL GRANT | **2,750,077.00** | **-** | **-** |
| General Reserve | 27,553.00 | 20,883.00 | 2,767,900.03 |
| loan loss reserve | - | - | - |
| other reserve | 82,658.00 | 3,114,582.00 | 42,452.00 |
| External loan from other institutions | - | - | - |
| savings and deposits | 668,376.00 | 1,054,597.00 | 1,366,128.45 |
| Payable | 2,981.00 | 33,570.00 | 29,609.97 |
| short term liabilities (Supp# Payable) | - | - | - |
| Other liabilities (Suspense) | 42,575.00 | 37,787.00 | 27,118.22 |
| TOTAL LIABILITIES AND CAPITAL | **4,329,920.00** | **5,205,519.00** | **5,190,108.67** |

|  |  |  |  |
| --- | --- | --- | --- |
| Income Statement | | | |
| INCOME | **FY 2017** | **FY 2018** | **FY 2019** |
| Interest income | 148393 | 218,149.00 | 226,566.00 |
| service fee |  |  |  |
| Other income (penalty/ entrance fee etc.) | 98,305.00 | 2,080,980.00 | 117,288.00 |
| Income from other business operation ( fertilizer sale for e.g.) | - | - | - |
| .. | - | - | - |
| Administrative Grant-GNI | 30,000.00 |  |  |
|  | - | - | - |
| .. | - | - | - |
| TOTAL INCOME | **276,698** | **2,299,129** | **343,854** |
| Interest expenses-saving | 26,968.00 | 56,837.00 | 94,399.45 |
| Saving return cash | - | - | - |
| Loan loss provision | 35,935.00 | 37,787.00 | 27,118.22 |
| Salary expenses | 70,000.00 |  | - |
| Administrative expenses | 125,762.00 | 2,313,502.00 | 793,046.00 |
| Depreciation |  | 54,295.25 | 38,883.36 |
| Program Expenses |  | - | - |
| Interest expenses-outstanding loan |  | - |  |
| Expenses for other business operation ( fertilizer for e.g.) | - | - | - |
| TOTAL EXPENSES | **258,665** | **2,462,421** | **953,447** |
| PROFIT/LOSS | **18,033** | **(163,292)** | **(609,593)** |
| TAX |  |  |  |
| PROFIT AFTER TAX | **18,033** | **(163,292)** | **(609,593)** |

# Revolving Fund in Audit Report FY 2075/076

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| --- |
| D:\AA- CONSULTANCY and WORK\GNI\GNI cooperative ACCOUNT REVIEW\FROM OM ALL COOPERATIVE\Bardiya\Chh Agro coopes _Bardiya_Final\Supporting Docs\audit report\075076\BS.jpg |
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|  |

# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-1 JV &Bank Deposit Slip

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MOU-2&3 Bank stmnt.

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MOU-4 Bank Deposit Slip

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MOU-5 Bank Deposit Slip & JV

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MOU-6 JV & Bank Deposit Slip

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MOU-7 JV & Bank Deposit Slip

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# RF Borrowers list

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S.No. | Name of the member | Address | Purpose/ Income Generating Activities | Disbursed Rs. | Repaid Rs. | Balance Rs. |
| 1 | tikadevi kami | madhubanna pa 6 | vaisipalan | 42000 | 42000 | 0 |
| 2 | laxmitharudahit | madhubanna pa 5 | kiranapasal | 42000 | 42000 | 0 |
| 3 | bhabisarasarumagar | madhubanna pa 6 | bangurpalan | 42000 | 42000 | 0 |
| 4 | jyotinepali | madhubanna pa 9 | kiranapasal | 42000 | 42000 | 0 |
| 5 | kalpanasunar | madhubanna pa 6 | bakhrapalan | 35409 | 35409 | 0 |
| 6 | khagisara b k | madhubanna pa 9 | bakhrapalan | 34356 | 21235 | 13121 |
| 7 | udaybhahadurraji | madhubanna pa 5 | vaisipalan | 35931 | 9720 | 26211 |
| 8 | chandrathapa | madhubanna pa 5 | bakhrapalan | 34104 | 9104 | 25000 |
| 9 | gitasunar | madhubanna pa 8 | vaisipalan | 36750 | 12750 | 24000 |
| 10 | parbatiregmikhadka | madhubanna pa 6 | bakhrapalan | 17220 | 11220 | 6000 |
| 11 | basundharachaudhari | madhubanna pa 6 | bangurpalan | 16523 | 16523 | 0 |
| 12 | tilsari b k | madhubanna pa 5 | bakhrapalan | 17220 | 0 | 17220 |
| 13 | khagisaradhangi | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 14 | radhakhatri | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 15 | dilsarasharma | madhubanna pa 6 | vaisipalan | 36750 | 36750 | 0 |
| 16 | chandra kali khatri | madhubanna pa 5 | vaisipalan | 36750 | 36750 | 0 |
| 17 | dilmayathapa | madhubanna pa 5 | vaisipalan | 36750 | 36750 | 0 |
| 18 | khimaraji | madhubanna pa 5 | vaisipalan | 36750 | 10750 | 26000 |
| 19 | rimakhadka | madhubanna pa 6 | bakhrapalan | 17220 | 17220 | 0 |
| 20 | kamala thapa | madhubanna pa 5 | kiranapasal | 27758 | 27758 | 0 |
| 21 | santiranachetri | madhubanna pa 6 | vaisipalan | 36750 | 29430 | 7320 |
| 22 | bimalasunar | madhubanna pa 8 | phalphulpasal | 36372 | 0 | 36372 |
| 23 | kausilagurung | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 24 | pamphachetri | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 25 | rekhachaudhari | madhubana pa 6 | kiranapasal | 27758 | 27758 | 0 |
| 26 | santichaudhari | madhubanna pa 8 | kiranapasal | 27128 | 27128 | 0 |
| 27 | janakichanda | madhubanna pa 5 | bakhrapalan | 21840 | 10840 | 11000 |
| 28 | santakumariruchal | madhubanna pa 5 | vaisipalan | 39186 | 13000 | 26186 |
| 29 | jugmanitharu | madhubanna pa 5 | vaisipalan | 36896 | 36896 | 0 |
| 30 | dhanmaya kami | madhubanna pa 9 | vaisipalan | 39186 | 0 | 39186 |
| 31 | laxmikasera | madhubanna pa 9 | bakhrapalan | 21840 | 0 | 21840 |
| 32 | kamala pariyar | madhubanna pa 9 | bakhrapalan | 15960 | 0 | 15960 |
| 33 | sunitatharu | madhubanna pa 9 | bangurpalan | 22113 | 22113 | 0 |
| 34 | pinkisunar | madhubanna pa 6 | boilarpalan | 42000 | 16705 | 25295 |
| 35 | khagisaraoli | madhubanna pa 8 | vaisipalan | 35406 | 30000 | 5406 |
| 36 | hasilasunar | madhubanna pa 9 | silaikatai | 18739 | 18739 | 0 |
| 37 | amaotisharma | madhubanna pa 8 | vaisipalan | 36750 | 36750 | 0 |
| 38 | kamala baduwal | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 39 | sunitabasnet | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 40 | saraswatikhatri | madhubanna pa 5 | vaisipalan | 36750 | 36750 | 0 |
| 41 | tulsirawat | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 42 | pabitrakathayt | madhubanna pa 5 | bakhrapalan | 17220 | 17220 | 0 |
| 43 | chandrakhadka | madhubanna pa 6 | bakhrapalan | 17220 | 17220 | 0 |
| 44 | nandakoirala | madhubanna pa 5 | bakhrapalan | 34356 | 34356 | 0 |
| 45 | gayaparsadbhandari | madhubanna pa 5 | vaisipalan | 42000 | 42000 | 0 |
| 46 | ghupikhatri | madhubanna pa 8 | vaisipalan | 35931 | 35931 | 0 |
| 47 | dhasarikhatri | madhubanna pa 6 | vaisipalan | 35931 | 35931 | 0 |
| 48 | silanepali | madhubanna pa 5 | vaisipalan | 35931 | 35931 | 0 |
| 49 | bimalasunar | madhubanna pa 9 | vaisipalan | 35931 | 35931 | 0 |
| 50 | dilmayakhatri | madhubanna pa 6 | vaisipalan | 35931 | 35931 | 0 |
| 51 | indraranabhat | madhubanna pa 6 | vaisipalan | 35931 | 35931 | 0 |
| 52 | mayadevigurung | madhubanna pa 5 | vaisipalan | 35931 | 35931 | 0 |
| 53 | hapijunbegam | madhubanna pa 9 | saikalpasal | 27426 | 27426 | 0 |
| 54 | meghagurung | madhubanna pa 6 | bangurpalan | 17831 | 17831 | 0 |
| 55 | rampyarichaudhary | madhubanna pa 5 | bangurpalan | 25599 | 25599 | 0 |
| 56 | devisaragurung | madhubanna pa 6 | bangurpalan | 25599 | 25599 | 0 |
| 57 | lokrajpariyar | madhubanna pa 6 | kiranapasal | 37326 | 37326 | 0 |
| 58 | nainakumaribista | madhubanna pa 5 | bakhrapalan | 34104 | 34104 | 0 |
| 59 | yam kumaribhandari | madhubanna pa 5 | kiranapasal | 27372 | 27372 | 0 |
| 60 | hirakhatri | madhubanna pa 5 | boiilarpalan | 42000 | 42000 | 0 |
| 61 | tuisipaudel | madhubanna pa 5 | vaisipalan | 35931 | 35931 | 0 |
| 62 | debatatimilsena | madhubanna pa 5 | vaisipalan | 35931 | 35931 | 0 |
| 63 | harimayabhat | madhubanna pa 5 | bakhrapalan | 34104 | 34104 | 0 |
| 64 | pamphabk | madhubanna pa 9 | bakhrapalan | 34104 | 34104 | 0 |
| 65 | chandrakalisunar | madhubanna pa 6 | kiranapasal | 27372 | 27372 | 0 |
| 65 | suratjyawoli | madhubanna pa 5 | gaipalan | 25000 | 25000 | 0 |
| 66 | dilajaisi | madhubanna pa 5 | vaisipalan | 42000 | 39638 | 2362 |
| 66 | yam kumaribhat | madhubanna pa 6 | nastapasal | 35000 | 35000 | 0 |
| 67 | mina khatri | madhubanna pa 6 | bakhrapalan | 25000 | 25000 | 0 |
| 68 | Uma khatri | madhubanna pa 6 | bakhrapalan | 25000 | 25000 | 0 |
| 69 | bimalakhatri | madhubanna pa 6 | bakhrapalan | 25000 | 25000 | 0 |
| 70 | laxmiramchaudhari | madhubanna pa 6 | boilarpalan | 42000 | 42000 | 0 |
| 71 | saraswotijaisi | madhubanna pa 5 | vaisipalan | 42000 | 42000 | 0 |
| 72 | durgakhadka | madhubanna pa 6 | bakhrapalan | 42000 | 42000 | 0 |
| 73 | bisnumayakhatri | madhubanna pa 6 | vaisipalan | 42000 | 42000 | 0 |
| 74 | bhimsarabhusal | madhubanna pa 8 | bakhrapalan | 24000 | 24000 | 0 |
| 75 | debu kami | madhubanna pa 5 | kiranapasal | 42000 | 42000 | 0 |
| 76 | barshasunar | madhubanna pa 5 | pharnichar | 42000 | 42000 | 0 |
| 77 | nanimayamagar | madhubanna pa 5 | bakhrapalan | 8400 | 8400 | 0 |
| 78 | saunitharu | madhubanna pa 5 | bakhrapalan | 8400 | 8400 | 0 |
| 79 | mina dhengamagar | madhubanna pa 5 | bangurpalan | 42000 | 42000 | 0 |
| 80 | tulsi b k | madhubanna pa 8 | kiranapasal | 42000 | 42000 | 0 |
| 81 | tilasarakhatri | madhubanna pa 8 | vaisipalan | 42000 | 42000 | 0 |
| 82 | shusilasunar | madhubanna pa 5 | kiranapasal | 42000 | 42000 | 0 |
| 83 | jitbhahaduroli | madhubanna pa 9 | vaisipalan | 42000 | 42000 | 0 |
| 84 | perambhahadursunar kami | madhubanna pa 9 | vaisipalan | 42000 | 42000 | 0 |
| 85 | devisarasunar | madhubanna pa 8 | kiranapasal | 42000 | 42000 | 0 |
| 86 | durgabk | madhubanna pa 6 | nastapasal | 42000 | 42000 | 0 |
| 87 | kukurnitharuni | madhubanna pa 6 | vaisipalan | 42000 | 42000 | 0 |
| 88 | chandra kali sharma | madhubanna pa 9 | kiranapasal | 42000 | 42000 | 0 |
| 89 | pabitradhangikoirala | madhubanna pa 5 | vaisipalan | 42000 | 42000 |  |
| 90 | nimkumari k c | madhubanna pa 5 | bakhrapalan | 34356 | 34356 | 0 |
| 91 | permichaudhari | madhubanna pa 5 | bakhrapalan | 34356 | 34356 | 0 |
| 92 | chandrathapa | madhubanna pa 9 | bakhrapalan | 34356 | 34356 | 0 |
| 93 | dhansariregami | madhubanna pa 9 | bakhrapalan | 34356 | 34356 | 0 |
| 94 | binduneupane | madhubanna pa 5 | bakhrapalan | 34356 | 34356 | 0 |
| 95 | dhansarakhatri | madhubanna pa 6 | vaisipalan | 35931 | 35931 | 0 |
| 96 | chimekikirsisahakarisastha li | madhubanna pa 6 |  |  |  | 0 |

|  |
| --- |
| **Sanauta Agriculture Co-operative Ltd.**  **Rajapur Muncipality-1, Himalipur** |

**PERFORMANCE ASSESSMENT REPORT**

**Buddhi Raj Tamang**

**Consultant**

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# Introduction

Shree SanautaaKrishiSahakariLtd.is established in 2071, registered under Cooperative Act. It is located in Rajapur Muncipality-1, Himalipur.Nos of total general members is 144. It covers Rajapur Muncipality-1,2 and 3 wards as working areas.Detailed ethnic and gender wise distribution of its general members are given in the table below.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Type of the General Members | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | |
|  |  | M | F | M | F | M | F | M | F | M | F |
| 1 | General Members |  | 5 | 42 | 97 |  |  |  |  | 42 | 102 |
|  | **TOTAL** | **0** | **5** | **42** | **97** | **0** | **0** | **0** | **0** | **42** | **102** |

# Findings

Findings are based on observation of accounting records, minutes, other documents, and systems; interaction with the committee members and staff. Score card depicts their strength and weakness. Overall findings are depicted in table and graph below.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| |  |  |  |  | | --- | --- | --- | --- | | CRITERIA | RECEIVED SCORE | TOTAL SCORE | % | | Financial & Loan Mgmt. | 17 | 45 | 38% | | Financial Status | 14 | 30 | 47% | | Governance | 15 | 35 | 43% | | Products/ Services | 3 | 10 | 30% | | Revolving Fund (RF) Mgmt. | 17 | 20 | 85% | | Staff and Office management | 5 | 10 | 50% | | TOTAL | **71** | **150** | **47%** | |  |

# Governance

Participation of general members in AGM is more than 51%. Representation of women in executive committee constitute more than 33%. Frequency of executive meeting is monthly. Though meeting of executive committee is regular, meeting does not discuss, analyze and decide based on formal reports. In fact, there is no practice of using reports for decision making; practice of reviewing and follow up of last decision is absent. Practice of using major guiding documents like policies are yet to be implemented. Reporting practice is poor for internal consumption throughIt submits report to GNI. Holding meeting by account supervisory committee and subcommittee is rare. Account supervisory committee is rather inactive.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| C | **Governance** | **15** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 0 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 1 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 0 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |

# Financial and Loan Management

The cooperative has used Accounting software “GURU” side by side they have maintained manual ledger. The very Objective of software installation to increase efficiency is yet to achieve. More, Manager is busier to maintain books of accounts in dual mode. Manual ledgers are updated, based on double entry book keeping system, on monthly basis; subsidiary ledgers are maintained. Pass book is updated on timely basis. Budgetary control and advance management require attention. Reporting and control on financial transactions are to be institutionalized. They do not practise preparing loan follow up and monitoring report. loan documentation is satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **17** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 1 | 1 |
| 4 | Auditing conducted within Ashwin end | 0 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 0 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 0 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 1 | 2 |
| 17 | Accurately ledger posting | 0 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 0 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( guarantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 1 | 2 |

# Staff and Office Management

With one staff designated as a Manager, the cooperative has been managed for day to day operation of cooperative. Day to day operation has been managed in its office. Staff is yet to provide with job description that forms the basis for clarity on staff’s own roles and responsibilities. Manager is well equipped with basic knowledge of accounting; but lacks advanced knowledge like preparing bank reconciliation statement and interpretation of financial statement. In case of committee members, naturally, they are of less managerial knowledge mainly due to their level of education. They are yet to build capacity to monitor books of Accounts.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Staff and Office management** | **5** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 0 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 0 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| SN | Name of the Board Member /Account Supervisory Committee members | Gender | Position | Education Qualification |
| 1 | ChhotalSonaha | male | chairperson | can read but difficult to write ( literate) |
| 2 | Asha sonaha | Female | vice chairperson | can read but difficult to write ( literate) |
| 3 | Ranjitatharu | Female | secretary | 7class |
| 4 | Jagataramtharu | male | Treasurer | 5class |
| 5 | Ganga watisonaha | Female | member | can read but difficult to write ( literate) |
| 6 | Maya sonaha | Female | member | can read but difficult to write ( literate) |
| 7 | Malahisonsha | Female | member | can read but difficult to write ( literate) |
| 8 | Rajkumaritharu | Female | member | can read but difficult to write ( literate) |
| 9 | Gulalichaudhary | Female | member | can read but difficult to write ( literate) |
| 10 | Paratimatharu | Female | member | 8class |

# Products and Services

The cooperative service has been limited to very few saving and credit to its members. Other than regular products, cooperativeis also conducting cooperative education campaign. Dividend and patronage capital refund have not been distributed as per bye laws.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Products/ Services** | **3** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 1 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| SAVING PRODUCT | | | | | | |
| Savings Type | No. of savers | Minimum savings balance | How to deposit | Interest rate per annum | How and when the savings can be with drawn | Balance as of Mid-July, 2019 |
| monthly savings | 145 | 100 | monthy | 10% | not withdawable | 721,188 |
| general savings | 20 | not applicable | any time | 10% | any time withdrawable |  |
| Total |  |  |  |  |  | **721,188** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| LOAN | | | | | | | |
| Type of Loan | No. of Borrower as of Mid July 2019 | Balance as of Mid-July 2019 | Interest Rate per Annum | service charge | Maximum Loan Ceiling | Loan Period | Installment Type |
| agriculture loan | 90 |  | 16% | 1% | 35000 | 9m | 1.5 m ( 6 installment) |

# Revolving Fund Management

Overall management for Revolving fund from GNI is mainly guided by MOU between cooperative and partners. On selection of borrowers, with referral of partner organization, EC of cooperatives make decisions. For administration of loan, loan is disbursed based on business plan of approved individual borrower @ 6 % P.A. . The cooperative has disbursed100% of received amount as RF (as of Mid-July 2019). Reporting to partner organization on RF is made on regular basis. Information on loan from RF is to be made more accurate and systematic***.***

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
|  | **Revolving Fund (RF) Mgmt.** | **17** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 0 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |

# Revolving fundFinancial Status

As of FY 2075/76, total RF received by Cooperative amounts to Rs. 1,151,799; GNI record also shows the same amount**. A**uditing for FY 2075/76 was not conducted, RF grant from GNI till 2076 Ashad end is, therefore, yet to be reflected in the audited financial statement. However, audited financial statement for FY 2074/75 shows Rs. 10,12,202 as RF grant. For the FY 2075/76, RF grant received by Cooperative amounts to Rs. 157,897; including RF grant received in 2075/76, total RF grant in audited financial statement for FY 2075/76 would be Rs. **11,70,099,** which would be 18,300 ( see table below) more than RF grant disbursed by GNI ( as per GNI record, RF grant till FY 2075/76 IS Rs.1,151,799). The difference of Rs. 18,300 is to be sorted out and adjusted accordingly.

|  |  |  |
| --- | --- | --- |
| GRANT- GNI AS PER AUDIT REPORT- 2074/75 |  | 1012202 |
| RF GRANT RECEIVED BY COOPERATIVE (TO BE INCLUDED IN AUDIT REPORT OF FY 2075/76) |  | 157897 |
| GNI GRANT AFTER INCLUDING RF GRANT RECEIVED IN FY 2075/76 | | **1170099** |
| RF GRANT AS PER GNI RECORD |  | 1151799 |
| EXCESS AMOUNT ( VIS A VIS GRANT DISBURSMENT BY GNI) | | **18300** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| RF and loan disbursement till the end of Ashad end 2076 | | | | | | | |
| S.N. | Revolving Fund received | Loan disbursed (Rs.) | Overdue Amount (Rs.) | Revolving Loan Fund Outstanding (Rs.) | Interest Earned (Rs.) | No of people received Loan | Remarks |
| 1 | 1,151,799 | 1,151,799 |  | **442,342** |  | 47 |  |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Revolving Fund (RF) disbursed by GNI details | | | | | | | | |
|  | **RF RECIEPT** | | | | | | **RF USE** | |
| sno | fiscal year | MOU s.no | MOUamount | received date | voucher # | received amount | nos borrowers RF disbursed as loan | amount of RF disbursed as loan |
| 1 | 2073/2074 | 1 | 435,623 | 11/13/2073 | 21 | 435,623 | 17 | 435623 |
| 2 | 2073/2074 | 2 | 82,656 | 2/28/2074 | 62 | 82,656 | 4 | 82656 |
| 4 | 2074/2075 | 3 | 126,000 | 6/24/2074 | 36 | 126,000 | 3 | 126000 |
| 3 | 2074/2075 | 4 | 37,269 | 2074/4/31 | 12 | 37,269 | 1 | 37269 |
| 9 | 2074/2075 | 5 | 249,921 | 5/29/2074 | 22 | 249,921 | 8 | 249921 |
| 5 | 2074/2075 | 6 | 62,433 | 3/24/2075 | 164 | 62,433 | 2 | 62433 |
| 6 | 2075/2076 | 7 | 57,897 | 8/21/2075 | 144 | 57,897 | 2 | 57897 |
| 7 | 2075/2076 | 8(us$100) | 100,000 | 3/29/2076 | 363 | 100,000 | 10 | 100000 |
| TOTAL FY 2075/76 | | | **1,151,799** |  |  | **1,151,799** | **47** | **1,151,799** |

# Financial Status

Overall, financial ratio based on assessed indicators is not satisfactory; delinquency ratio, allowance of loan losses. Saving to total assets ratio is out of range. Non-earning assets is larger in comparison with the total assets. Though cooperative is in initial stage, growth in members is not satisfactory. profitability indicators are satisfactory.

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| B | **Financial Status** | **14** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |

|  |  |  |  |
| --- | --- | --- | --- |
| Particulars | FY 2017[[2]](#footnote-3) | FY 2018 | FY 2019 |
| *Allowance of loan losses/Total outstanding loan* | *0%* | *1%* | *0.4%* |
| *Total loans/Total assets* | *85%* | *96%* | *81%* |
| *Total savings /Total assets* | *10%* | *14%* | *30%* |
| *External loans/Total assets* | *0%* | *0%* | *0%* |
| *Total share/Total assets* | *10%* | *9%* | *8%* |
| *Institutional capital/Total assets* | *14%* | *12%* | *12%* |
| *Delinquency loans/Total loan portfolio* | *0%* | *0%* | ***26%*** |
| *Non-earning assets/Total assets* | *15%* | *4%* | *19%* |
| *Operating expenses/Total assets* | *8%* | *9%* | *6%* |
| *Liquidity reserve/Savings deposits* | *1%* | *1%* | *16%* |
| *Growth in Members* |  |  | *7%* |
| *Growth in Total assets* |  | *53%* | *37%* |
| *OSS* | *302%* | *189%* | *108%* |
| *% Loan Bad loan* |  |  | *7%* |

# Recommendation

* Increase Saving and take appropriate action to manage delinquency including provision of loan loss reserves..
* Make gradual plan to completely base on only computerized accounting software increasing efficiency and effectiveness of maintaining books of accounts process
* Manager has to be provided with advanced financial management training with further knowledge of accounting control and interpretation of financial statement; Training on accounting system to Executive committee, and training on accounting control and internal auditing for Account Supervisory Committee.
* Get Policy approved by appropriate Authority
* Use Business Plan as guiding document for cooperative Operation
* Practise accountability and transparency mechanism
* Increase members to achieve financial sustainability.

# Annex

# Performance Assessment Score

|  |  |  |  |
| --- | --- | --- | --- |
| S.N. | Areas for Assessment / Indicators | Marks Obtained | Full Marks |
| A | **Financial & Loan Mgmt** | **17** | **45** |
| 1 | (Goods) Stock Register is updated appropriately | 0 | 1 |
| 2 | Adequate subsidiary ledger (sub- ledger) including Fixed Asset is maintained | 2 | 3 |
| 3 | Advance is provided as per policy/decision and settlement is made in timely basis | 1 | 1 |
| 4 | Auditing conducted within Ashwin end | 0 | 2 |
| 5 | Books of accounts maintained with double entry book keeping system | 1 | 3 |
| 6 | Budget is prepared and expenses made within the approved budget | 0 | 1 |
| 7 | transaction made through cash or cheque | 0 | 2 |
| 8 | Cash receipt and other bill is used for members and other vendors/service providers | 2 | 2 |
| 9 | 4 ledgers updated | 0 | 2 |
| 10 | Frequency of Bank Reconciliation Preparation (Monthly, Quarterly, Half- Yearly) | 0 | 3 |
| 11 | Frequency of trial balance preparation (Monthly, quarterly/half yearly, yearly) | 0 | 3 |
| 12 | Is computerized accounting software installed? | 1 | 1 |
| 13 | Is transaction updated on regular basis in computerized software | 0 | 1 |
| 14 | Passbook is updated on timely basis | 2 | 2 |
| 15 | Progress and financial report reviewed in board meeting | 0 | 3 |
| 16 | Status of bill & voucher approval by appropriate authority | 1 | 2 |
| 17 | Accurately ledger posting | 0 | 2 |
| 18 | Is loan disbursed as per policy or as per decision | 1 | 1 |
| 19 | Is action taken for delinquent borrowers | 0 | 2 |
| 20 | Practice of preparing Loan follow up/ monitoring report | 1 | 2 |
| 21 | Is loan overdue discussed in the board meeting? | 1 | 1 |
| 22 | Status of Documentation for loan application and loan disbursement (tamsuk-bond, application( gurantee), minutes of loan SC | 3 | 3 |
| 23 | Members participated in regular/monthly savings ? | 1 | 2 |
| B | **Financial Status** | **14** | **30** |
| 24 | Allowance of loan losses/Total outstanding loan | 0 | 2 |
| 25 | Total loans/Total assets | 2 | 2 |
| 26 | Total savings /Total assets | 0 | 2 |
| 27 | External loans/Total assets | 2 | 2 |
| 28 | Total share/Total assets | 0 | 2 |
| 29 | Institutional capital/Total assets | 2 | 2 |
| 30 | Delinquency loans/Total loan portfolio | 0 | 2 |
| 31 | Non-earning assets/Total assets | 0 | 2 |
| 32 | Operating expenses/Total assets | 0 | 2 |
| 33 | Liquidity reserve/Savings deposits | 1 | 2 |
| 34 | Growth in Members | 0 | 2 |
| 35 | Growth in Total assets | 2 | 2 |
| 36 | OSS | 2 | 2 |
| 37 | Interest Rate on revolving fund is subsidized | 1 | 1 |
| 38 | % Loan Bad loan | 2 | 3 |
| C | **Governance** | **15** | **35** |
| 39 | Less than 50% committee members/AC supervisory committee has accessed loan | 0 | 1 |
| 40 | Overdue loan of Committee members/ AC supervisory committee | 0 | 2 |
| 41 | Committee members/SC/AC supervisory committee mandatory-deposit savings deposited regularly | 1 | 1 |
| 42 | % of participation in last AGM | 1 | 2 |
| 43 | The chairperson is elected by AGM | 0 | 1 |
| 44 | % participation of BOD in the last meeting | 2 | 2 |
| 45 | 33 % of Women representation in the executive committee | 2 | 2 |
| 46 | BODs meeting discusses previous decisions, their implementation and progress | 0 | 1 |
| 47 | Strategic/ business plan is prepared and approved | 0 | 1 |
| 48 | Annual budget is prepared and presented in AGM | 1 | 1 |
| 49 | Annual program is prepared, approved and based on business plan | 0 | 1 |
| 50 | Annual program/plan is prepared and presented in AGM | 1 | 1 |
| 51 | Annual report (including financial report) is presented & discussed in AGM | 0 | 1 |
| 52 | Cooperative submits required report regularly to coop. division + to GNI | 1 | 2 |
| 53 | Loan sub- committee formed and meeting held regularly | 1 | 1 |
| 54 | AC Supervisory committee meeting held quarterly | 1 | 1 |
| 55 | Board Members and A/c supervisory committee members are not from the same family | 0 | 1 |
| 56 | A/c supervisory committee's decision discusses in the board meeting | 0 | 1 |
| 57 | Regular meeting of executive committee as per law | 1 | 1 |
| 58 | Quarterly supervision by AC supervisory committee | 0 | 1 |
| 59 | Is the delegation of authority is exercised as per bye laws? | 2 | 2 |
| 60 | Availability of saving and credit policy | 0 | 1 |
| 61 | Availability of share policy | 0 | 1 |
| 62 | Availability of HR policy | 0 | 1 |
| 63 | Availability of Financial Administration policy | 0 | 1 |
| 64 | Is the policy (saving and credit, financial administration, HR policy etc.) discussed in AGM? | 0 | 2 |
| 65 | Periodic progress and important changes are disclosed in notice board or shared by any other means. | 0 | 1 |
| 66 | Profit is appropriated into various funds and reserves as per Act and Bye laws | 1 | 1 |
|  | **Products/ Services** | **3** | **10** |
| 67 | Cooperative has distributed Patronage Capital refund as per business transaction | 0 | 1 |
| 68 | Cooperative has established business (remittance, input & out marketing, production, processing good/services) | 0 | 1 |
| 69 | Cooperative business in profit | 2 | 2 |
| 70 | Dividend has been provided to its members as per provision in by laws | 0 | 1 |
| 71 | Practice of providing cooperative education campaign | 1 | 2 |
| 72 | Types of loans product provided by cooperative | 0 | 1 |
| 73 | Types of savings product provided by cooperative | 0 | 1 |
| 74 | Cooperative has implemented CSR activities | 0 | 1 |
|  | **Revolving Fund (RF) Mgmt.** | **17** | **20** |
| 75 | Is MOU with GNI available in Cooperative? | 1 | 1 |
| 76 | Existence of business plan of RF borrowers | 1 | 1 |
| 77 | Level of loan Disbursement amount from RF | 2 | 2 |
| 78 | Is decision made by EC/loan for selection of RF borrower? | 2 | 2 |
| 79 | Is RF disbursed repeatedly to same person/household? | 2 | 2 |
| 80 | Is loan disbursed to approve borrower? | 2 | 2 |
| 81 | Is BOD meeting discuss on RF status including loan from RF in EC | 0 | 2 |
| 82 | Status of Monthly report submission of RF to partner organization | 1 | 1 |
| 83 | Bad loan % (revolving fund) | 3 | 3 |
| 84 | Is Revolving fund shown as payable account or not? | 1 | 1 |
| 85 | Is there name list of member who received revolving fund | 1 | 1 |
| 86 | Interest rate of RF is 6% or less | 1 | 1 |
| 87 | Monitoring of the revolving fund by the Board | 0 | 1 |
|  | **Staff and Office management** | **5** | **10** |
| 88 | Is salary provided to staff on regular basis? | 1 | 1 |
| 89 | Whether office exists? | 1 | 1 |
| 90 | Is office opened in a regular basis | 1 | 1 |
| 91 | Is training provided to staff? | 0 | 1 |
| 92 | Staff are appointed with Job description | 0 | 1 |
| 93 | Staff have clear on their roles and responsibilities | 0 | 1 |
| 94 | Manager has knowledge of four ledgers | 2 | 2 |
| 95 | Chairperson and other Board member are capable to monitor Four Book Account | 0 | 2 |
|  | **Grand Total** | **71** | **150** |

# Ethnic and Gender distribution of the Board of Directors, Committee and Sub-Committee

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| S.N. | Name of the Committee and Sub-Committee | Brahamin, Chteri, Giri | | Janajati | | Dalit | | Others | | Total | |
|  |  | M | F | M | F | M | F | M | F | M | F |
| 1 | Board of Directors |  |  | 2 | 7 |  |  |  |  | 2 | 7 |
| 2 | Account Supervisory Committee |  | 1 |  | 2 |  |  |  |  | 0 | 3 |
| 3 | Loan Sub-Committee |  | 1 |  | 2 |  |  |  |  | 0 | 3 |
|  | **TOTAL** | **0** | **2** | **2** | **11** | **0** | **0** | **0** | **0** | **2** | **13** |

# Balance sheet and Income Statement

|  |  |  |  |
| --- | --- | --- | --- |
| Balance sheet | | | |
|  |  |  |  |
| Particulars | **FY 2017** | **FY 2018** | **FY 2019** |
| Assets |  |  |  |
| Cash Balance | 6,580.00 | 12,688.00 | 51,896.82 |
| |  | | --- | | Bank Balance | | 3,140.00 | 5,100.00 | 329,897.00 |
| other Current Assets | 153,290.00 | 44,240.00 | 51,392.00 |
| Outstanding Loan | 977,605.00 | 1,693,035.00 | 1,980,111.36 |
| other Investment |  | 2,000.00 | 2,000.00 |
| … |  |  |  |
| Fixed Assets | 14,885.00 | 13,632.00 | 18,466.90 |
| TOTAL ASSETS | **1,155,500.00** | **1,770,695.00** | **2,433,764.08** |
| Liabilities |  |  |  |
| Share capital | 115,200.00 | 157,200.00 | 187,700.00 |
| Grant -GNI | 536,579.00 | 1,012,202.00 | 1,112,202.00 |
| Other Grant |  |  |  |
| TOTAL GRANT | **536,579.00** | **1,012,202.00** | **1,112,202.00** |
| General Reserve | 42,002.00 | 56,557.00 | 115,893.54 |
| loan loss reserve |  | 8,471.00 | 8,471.00 |
| other reserve | 126,008.00 | 160,803.00 | 160,803.00 |
| External loan from other institutions |  |  |  |
| savings and deposits | 119,659.00 | 253,740.00 | 721,299.91 |
| Payable | 216,052.00 | 121,722.00 | 127,394.63 |
| short term liabilities (Supp# Payable) |  |  |  |
| TOTAL LIABILITIES AND CAPITAL | **1,155,500.00** | **1,770,695.00** | **2,433,764.08** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Income Statement | | | | |
|  | **INCOME** | **FY 2017** | **FY 2018** | **FY 2019** |
|  | Interest income |  | 128,340.00 | 221,905.24 |
|  | service fee |  | 24,022.00 | 11,650.00 |
|  | Other income (penalty. entrance fee etc.) |  | 12,786.00 | 1,218.00 |
|  | **Income from other business operation ( fertilizer sale for e.g.)** |  |  |  |
|  | .. |  |  |  |
|  | Administrative Grant-GNI |  | 44,800.00 | 42,000.00 |
|  | **TOTAL INCOME** | **297,476.00** | **209,948.00** | **276,773.24** |
|  | Interest expenses-saving | 6,709.00 | 3,064.00 | 75,196.49 |
|  | Interest expenses- borrowing |  |  |  |
|  | Loan loss provision | 9,776.00 | 16,930.00 | 2,871.11 |
|  | Salary expenses | 24,000.00 | 45,000.00 | 60,000.00 |
|  | Administrative expenses | 25,000.00 | 44,800.00 | 64,356.00 |
|  | Depreciation | 1,815.00 | 12,303.00 | 15,013.10 |
|  | Various Fund account | 36,867.00 | 64,840.00 |  |
|  | … |  |  |  |
|  | Expenses for other business operation ( fertilizer for e.g.) |  |  |  |
|  | **TOTAL EXPENSES** | **135,460.00** | **152,137.00** | **217,436.70** |
|  | **PROFIT.LOSS** | **162,016.00** | **57,821.00** | **59,336.54** |
|  | TAX | 1,500.00 | 11,500.00 |  |
|  | **PROFIT AFTER TAX** | **160,516.00** | **46,321.00** | **59,336.54** |

# Revolving Fund in Audit Report FY 2074/075

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|  |

# Bank Deposit/Voucher Slip of RF receipt by Cooperative

MOU-1 JV &Bank Deposit Slip

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| --- |
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| D:\AA- CONSULTANCY and WORK\GNI\GNI cooperative ACCOUNT REVIEW\BARDIYA\SUNAUTA AGRI COOP\VOUCHER\4.35LAKH V.jpg |

MOU-2voucher

|  |
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|  |

MOU-3 Bank Deposit Slip&voucher

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| D:\AA- CONSULTANCY and WORK\GNI\GNI cooperative ACCOUNT REVIEW\BARDIYA\SUNAUTA AGRI COOP\VOUCHER\1.26 L BV.jpg |

MOU-4 Bank Deposit Slip

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MOU-5 Bank Deposit Slip & JV

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MOU-6 JV & Bank Deposit Slip

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| D:\AA- CONSULTANCY and WORK\GNI\GNI cooperative ACCOUNT REVIEW\BARDIYA\SUNAUTA AGRI COOP\VOUCHER\62 THOUSAN V1.jpg |

MOU- Bank Deposit Slip

|  |
| --- |
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MOU-8 JV & Bank Deposit Slip

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# RF Borrowers list

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| SN | Name | Enterprise Type | Issue Amount | Paid Amount | Remaining Amount |
| 1 | ramusonaha | Goats farming | 17220 | 18935 | 0 |
| 2 | balkrishnasonaha | Goats farming | 17220 | 16632 | 2000 |
| 3 | chhotalalsonaha | Goats farming | 17220 | 18166 | 0 |
| 4 | kali sonaha | Goats farming | 17220 | 7780 | 11220 |
| 5 | sukhalisonaha | Goats farming | 17220 | 6864 | 12220 |
| 6 | khublalsonaha | Goats farming | 17220 | 18787 | 0 |
| 7 | ganga watisonaha | Goats farming | 17220 | 17994 | 0 |
| 8 | prembahadursonaha | Fresh house | 34675.2 | 36287 | 0.2 |
| 9 | shanti sonaha | Fresh house | 34675.2 | 36442.2 | 0 |
| 10 | maiyasonaha | Retails shop | 27758.22 | 28738.22 | 0 |
| 11 | sangatisonaha | Retails shop | 27758.22 | 28880.22 | 0 |
| 12 | chatirasonaha | Silper Shop | 34204.8 | 35632.8 | 0 |
| 13 | babulalsonaha | Fish net saleshop | 42000 | 43470 | 0 |
| 14 | golisonaha | Sewing tailoring | 18739.14 | 19529 | 0.14 |
| 15 | ramasonaha | pig farming | 16522.8 | 17696 | 0.8 |
| 16 | dharma sonaha | poultry farming | 42000 | 43144 | 0 |
| 17 | paltasonaha | Buffalo | 36750 | 15839 | 24260 |
| 18 | chajjuramsonaha | Ground nut farming | 20664 | 21817 | 0 |
| 19 | BalusuSonaha | Ground nut farming | 20664 | 21489 | 0 |
| 20 | Ragpatitharu | Ground nut farming | 20664 | 21602 | 0 |
| 21 | Ramkumarichaudhary | Ground nut farming | 20664 | 21364 | 0 |
| 22 | Rajanikumaritharu | cousmicti | 37269 | 38100 | 0 |
| 23 | raniyasonaha | Goat | 15960 | 3356 | 13960 |
| 24 | Guliyatharu | Goat | 20580 | 22394 | 0 |
| 25 | RupaniSonaha | Buffalo | 39186 | 15481 | 26809 |
| 26 | Maghutharu | Buffalo | 39186 | 18728 | 23802 |
| 27 | pramilasonaha | Goat | 21840 | 872 | 21840 |
| 28 | LaxmiJ.c | Buffalo | 37086 | 9426 | 31184 |
| 29 | dongalisonaha | Buffalo | 36897 | 6770 | 33015 |
| 30 | banpatisonaha | Buffalo | 39186 | 2076.38 | 39186 |
| 31 | Laxmichaudhary | Hen farming | 42000 | 43823 | 0 |
| 32 | Ujyali Chaudhary | Hen farming | 42000 | 43140 | 0 |
| 33 | ganthusonaha | Hen farming | 42000 | 17990 | 25000 |
| 34 | Bindutharu | Raital Shop | 27758.22 | 9000 | 19947.22 |
| 35 | Basmoti dive tharu | Fresh house | 34675.2 | 35171 | 0.2 |
| 36 | Dujjantharu | Goat | 21000 | 420 | 21000 |
| 37 | Rajkumaritharu | Buffalo | 36897 | 1110 | 36897 |
| 38 | Partichachaudhary | US$100 | 10000 |  | 10000 |
| 39 | Bharosisonaha | US$100 | 10000 |  | 10000 |
| 40 | Samajansonaha | US$100 | 10000 |  | 10000 |
| 41 | panchasonaha | US$100 | 10000 |  | 10000 |
| 42 | Sanjilatharu | US$100 | 10000 |  | 10000 |
| 43 | Asha tharu | US$100 | 10000 |  | 10000 |
| 44 | Dobanatigharti | US$100 | 10000 |  | 10000 |
| 45 | Sitatharu | US$100 | 10000 |  | 10000 |
| 46 | maghitharu | US$100 | 10000 |  | 10000 |
| 47 | Sangitatharu | US$100 | 10000 |  | 10000 |
|  |  |  | **1151800** | **764945.82** | **442341.56** |

1. Financial ratio is based on FY 2074/75 as information of 2075/76 was not available. [↑](#footnote-ref-2)
2. Financial information is drawn from audited financial report for FY 2073/74 and 2074/75; and for FY 2075/76, financial report from computerized software has been used. [↑](#footnote-ref-3)