

Enterprise Diagnostic Tool (EDT) for Cooperatives into Consolidation and Trading

Rural Agro-Enterprise Partnership for Inclusive Development (RAPID) Growth Project

Version 2 | May 2024

<u>Introduction</u> This tool is designed to guide the conduct of a comprehensive assessment of the various aspects of the enterprise of a DIP Proponent, for the Project to formulate a Business Improvement Plan which will be implemented during the life of the project geared towards the improvement of the overall efficiency and performance of the DIP Proponent. This tool also enhances the Comprehensive Competency-Based Assessment Tool of the project and provides the new format of the Business Improvement Plan which will be attached to the Project's Detailed Investment Plans (DIPs).	Administered by:
	Dates Administered:
	Place:

Data Privacy Consent Form

We understand the importance of data privacy and are committed to protecting your confidential information. The following clauses outline RAPID Growth Project's approach to data privacy within the Enterprise Diagnostic Tool:

- Data Collection:**
We collect only necessary data required for the functionality of the Enterprise Diagnostic Tool. User information is securely stored and is accessible only to authorized RAPID Growth Project personnel.
- Data Usage and Security:**
Collected data is used solely for the purpose of generating assessment for the formulation of the project's Business Improvement Plan. We do not share or sell your data to third parties. Access to the accomplished EDTs is restricted to RAPID Growth Project only and is compliant to Republic Act No. 10173, also known as the Data Privacy Act of 2012.
- Data Retention:**
We retain your data only for the duration of the RAPID Growth Project. Respondents may request the deletion of their data by contacting their respective RAPID R/PCU.
- Notification of Breach:**
In the unlikely event of a data breach, affected EDT respondents will be promptly notified with details of the incident and the steps taken to mitigate its impact.

Having read the terms outlined above, I/We hereby consent to the collection and processing of my/our name(s), contact details, and all other information derived from the administration of the Enterprise Diagnostic Tool (EDT) and agree to provide truthful and relevant information to accomplish the objectives of the EDT of the RAPID Growth Project. I/We shall notify the DTI in case of any changes in my/our personal information. This consent shall be valid, unless revoked or withdrawn in writing subject to the applicable provisions of the Data Privacy Act of 2012 or Republic Act no. 10173.

Printed Name and Signature of the Respondent/Authorized Representative of the Respondents

Respondent's Profile

Name of Respondent(s)	
Designation in the Enterprise	
Number of Years in the Enterprise	
Gender	
Age	
Office Address	
Email Address	
Mobile Phone Number	

Part 1: Background of the Enterprise

Table 1.1 Enterprise Profile

Registered Name of the Organization	
Business Address	
*CDA/SEC/DOLE Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
*Business Permit/Mayor's Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
*BIR Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
*PhilHealth Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
*SSS Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
*Pag-Ibig Registration No.	<i>(Write the registration number and attach photo of registration certificates)</i>
Form of Organization	<i>(Cooperative or Association)</i>
Current Size/Category of the Organization	<i>RAPID MSME Categorization: (Micro (3M below), Small (3M-15M), Medium (15M-50M), Large (Above 50M))</i>
Year of Establishment and Years in Operation	
Amount of Original Capitalization (in Php)	
Origin/Source of Capitalization	<i>(Member Contribution, Loan Facility, Investors, Venture Capital, Crowd Funding, specify for others)</i>
Business Activities	<i>(Farm Production, Trading/Merchandising, Processing/Manufacturing, Wholesale Distribution, Specify for others)</i>
Industry Cluster	<i>(Cacao, Coffee, Coconut, and Processed Fruits and Nuts)</i>
List of All Products and Services of the Enterprise (Highlight products under the 4 priority sectors of RAPID)	1. 2. 3.
*Vision Statement of the Organization	<i>(Write the vision statement)</i>
*Mission Statement of the Organization	<i>(Write the mission statement)</i>
*Core Values Statement(s) of the Organization	<i>(Write the core values statements)</i>
*Strategic Objectives/Social Goals of the Organization	<i>(Write the mission Enterprise' Strategic Objectives)</i>

**If non-existent, write the reasons and constraints of the enterprise on the subject matter. Identify strategic interventions/actions required in Part 4: Summary of Proposed Investments and Interventions if necessary.*

Table 1.2 Existing Workforce, By Type, Special Sector, and Sex

Particulars	Male	Female	Total
Regular Employees			
No. of IPs			
No. of Youth			
No. of Senior Citizen			
No. of PWDs			
Contractual/Job Orders			
No. of IPs			
No. of Youth			
No. of Senior Citizen			
No. of PWDs			
Total			

Table 1.3 Membership Profile

Members Category	Regular/Paying	Associate	Total
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	Male	Female	Male	Female	Ave. Land Area/ farmer	
A. Total Number of ACTIVE Farmer-Members under CHOSEN priority industry cluster/sector (<i>cacao, coffee, coconut OR banana</i>)						
Number of ACTIVE Farmer-Members from the Indigenous Peoples under CHOSEN priority industry cluster/sector						
Number of ACTIVE Farmer-Members from the Youth under CHOSEN priority industry cluster/sector						
Number of ACTIVE Senior Citizen Farmer-Members under CHOSEN priority industry cluster/sector						
Number of ACTIVE PWD Farmer-Members under CHOSEN priority industry cluster/sector						
B. Number of Farmer-Members (non-priority crops)						
Total (A +B)						

Part 2: Enterprise Diagnostics

A. Sales, Distribution, and Revenue Generation

Profile of Existing Buyers/Forward Markets (Priority Products Only)

Product	Buyer and Location (note if with contract)	Annual Demand	Volume delivered per year	Unit Price	Annual Gross Sales	Payment Terms and other Incentives

Total Demand from Existing Buyers and Distribution Channels	<i>(Provide total annual demand)</i>	Current Volume Sufficed	<i>(Provide description and assessment on volume sufficed and gap)</i>
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Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
A.1 Does the enterprise have buyer contracts/commercial partnership agreements with negotiated terms that are advantageous to the enterprise? If yes, how many and what are the respective share in the enterprise' production?	<i>(Provide brief description and assessment)</i>	
A.2 What are the logistics and distribution channels used by the enterprise in delivering their products to their buyers? Is the existing means cost-efficient? Are there opportunities to optimize logistics operations and reduce lead times?	<i>(Provide brief description and assessment)</i>	
A.3 Does the enterprise have a competent sales team equipped with an effective sales strategy to continuously find competitive buyers? Are there any challenges or bottlenecks in the sales strategy and process that needs to be addressed? Are there any gaps in the competencies of the sales team to be addressed through trainings and recruitment?	<i>(Provide brief description and assessment)</i>	
A.4 Are there expansion opportunities for the organization to enter new markets (inter-regional or overseas exports) or diversify its product/service offering? What are the constraints or barriers to sales growth that needs to be addressed?	<i>(Provide brief description and assessment)</i>	
A.5 Does the enterprise have a Customer Relationship Management system/policy? What is the strategy/policy of the enterprise in maintaining and nurturing existing relationships with its buyers? Is there a feedback mechanism in addressing customer concerns promptly?	<i>(Provide brief description and assessment)</i>	

Assessment Rating: (Total W X AR) = XX.XX

Weight	A.1 (30%)	A.2 (20%)	A.3 (20%)	A.4 (15%)	A.5 (15%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)
W x AR					

B. Consolidation and Supply Chain Management

Photos of Main Consolidated Commodities (under RAPID's Priority Sectors Only):

(Attach photos of products)

Consolidation Process Flow (including quality control processes)

(Draw consolidation process flow with list of equipment/post-harvest facilities and staff complement)

Basic Information of Consolidated Commodities for Trading

Major Consolidated Commodities	Ave. Volume Delivered by Suppliers per Production Cycle		Ave. Amount Paid per Production Cycle	Location of Suppliers	Payment Terms and Existence of Written Supply Agreement
	Member-Farmers	Non-Members			

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
B.1 Does the enterprise sufficiently and consistently supply the volume and quality requirements of its existing buyers? Are there any bottlenecks or inefficiencies in the consolidation activities that needs to be addressed?	<i>(Provide brief description and assessment. Provide suggested reconfiguration of production flow should it be found inefficient)</i>	
B.2 What are the measures implemented to ensure quality of consolidated commodities? Are there quality control checkpoints and quality metrics to drive continuous improvement of consolidation processes?	<i>(Provide brief description and assessment)</i>	
B.3 Does the enterprise provide incentives, logistical support, and extension services/support to its suppliers (Individual Farmer-Members and Non-Members) to ensure sustainability of supply of raw materials? Is the organization having challenges in securing its raw material supply from its farmer-suppliers?	<i>(Provide brief description and assessment)</i>	
B.4 Does the enterprise provide/offer financing support to its farmer-members for their farm activities? If yes, are terms of the financial product appropriate and advantageous to the farmers' farm activities?	<i>(Provide brief description and assessment)</i>	

B.5 Is there a functional capacity planning and inventory management system in place to monitor inventory levels vs. capacity of post-harvest facilities, delivery schedules, and identifying potential constraints?	(Provide brief description and assessment)	
B.6 Does the enterprise have a risk management strategy/system to mitigate supply chain disruptions? Do they have alternative sources of inputs in case of supply chain disruptions and other relevant contingency plans?	(Provide brief description and assessment)	
B.7 Does the enterprise have adequate post-harvest facilities and equipment for its consolidation activities? How scalable is the enterprise' consolidation infrastructure (pertaining to capacity of current facilities and equipment) to support future growth?	(Provide brief description and assessment)	
B.8 How scalable is the enterprise's supply chain to support future growth? What is the total existing size of production area in hectares? Does it need rehabilitation? How many hectares are for Rehab? Is there available areas for expansion of plantation? What are the needed interventions (trainings and BDS) to improve the overall performance of its suppliers of raw materials?	(Provide brief description and assessment. The assessment should include the gaps of the production capabilities of Smallholder Farmers)	

Assessment Rating: (Total W X AR) = XX.XX								
Weight	B.1 (20%)	B.2 (15%)	B.3 (15%)	B.4 (10%)	B.5 (10%)	B.6 (10%)	B.7 (10%)	B.8 (10%)
Assessor's Rating	(AQ3)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ3)	(AQ2)	(AQ3)
W x AR								

C. Historical Financial Performance

Historical Income Statement

Particulars	Latest Reporting Year (LRY) E.g. 2023	LRY – 1 E.g. 2022	LRY – 2 E.g. 2021
Net Sales			
(Cost of Goods Sold)			
Gross Profit			
(Operating Expenses)			
Income before Interest, Taxes, and Depreciation			
Net Income			

Latest Statement of Cash Flow

Particulars	As of [DATE and YEAR]
Cash Flow from Operations	
Net Income	
Add: Depreciation Expense	

Add: Decrease in Accounts Receivables	
Add: Increase in Accounts Payable	
Add: Increase in Taxes Payable	
Less: Increase in Inventory	
Cash Flow from Investing	
Less: Purchase of equipment and other investments	
Add: Issuance of Equity	
Cash Flow from Financing	
Less: Dividends Paid and Withdrawals	
Add: Bank Loans	
Net Cash Flow	

Latest Balance Sheet

As of December 31, [YEAR]

Current Assets	
Cash	
Accounts Receivable	
Inventory	
Prepaid Expenses	
Non-Current Assets	
Property, Plant, and Equipment	
Buildings	
Land	
Other Assets	
Intangible Assets (Patents and Trademarks)	
Total Assets:	
Current Liabilities	
Accounts Payable	
Short-term debts/loans	
Accrued Expenses	
Taxes Payable	
Non-Current Liabilities	
Long-term debts/loans	
Bonds Payable	
Long-term lease obligations	
Pension benefit obligations	
Deferred tax liabilities	
Total Liabilities:	
Owner's/Shareholders' Equity	
Common Stock issued	
Retained Earnings	
Total Liabilities and Equity:	

**No need to reconstruct the Income Statement, Statement of Cash Flow, and Balance Sheet should the enterprise provide its audited financial statements.*

Summary of Financial Indicators and Ratios

Gross Profit Margin of Latest Reporting Year	$Gross\ Profit\ Margin = (Gross\ Revenue - Cost\ of\ Goods\ Sold) / Gross\ Revenue$	Net Profit Margin of Latest Reporting Year	$Net\ Profit\ Margin = Net\ Income / Net\ Revenue$
Average Growth Rate of Gross Profit Margin for the past 3 years	$((GPM\ Y2 - GPM\ Y1) / GPM\ Y2 \times 100 = \% \text{ increase/decrease} + (GPM\ Y3 - GPM\ Y2) / GPM\ Y3 \times 100 = \% \text{ increase/decrease}) / 2 = Average\ Growth\ Rate\ of\ GPM$	Average Growth Rate of Net Profit Margin for the past 3 years	$((NPM\ Y2 - NPM\ Y1) / NPM\ Y2 \times 100 = \% \text{ increase/decrease} + (NPM\ Y3 - NPM\ Y2) / NPM\ Y3 \times 100 = \% \text{ increase/decrease}) / 2 = Average\ Growth\ Rate\ of\ NPM$
Quick Ratio/Acid Test	$Quick\ Ratio = (Current\ Assets - Inventory) / Current\ Liabilities$	Debt-to-Equity Ratio	$Debt\ to\ Equity\ Ratio = Total\ Debt / Shareholders\ or\ Owner's\ Equity$
Interest Coverage Ratio	$Interest\ Coverage\ Ratio = Earnings\ before\ Interest,\ Taxes,\ Depreciation,\ and\ Amortization\ (EBITDA) / Interest\ Expense$	Return on Equity	$Return\ on\ Equity = Net\ Income / Average\ Shareholders' \ Equity$

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
C.1 What is the growth rate of the Gross Profit and Net Profit Margins for the past 3 years? Are they improving?	<i>(Provide brief description and analysis on the growth rate of the enterprise)</i>	
C.2 Does the sales generated by the enterprise sufficient for the financial needs of its operations? (From production, OPEX, and admin requirements)	<i>(Provide brief description and analysis on the financial performance of the enterprise in the context of covering costs of operations)</i>	
C.3 Does the enterprise meet the payments of its liabilities and obligations? How sustainable are the debt levels?	<i>(Provide brief description and analysis on the liquidity of the enterprise and its performance/ability in paying its outstanding liabilities and the sustainability of its debt level)</i>	
C.4 Does the enterprise provide the desired returns/dividends to its farmer-members?	<i>(Provide brief description and analysis on the enterprise's current returns to its owners/shareholders)</i>	
C.5 Does the enterprise aim to grow its retained earnings for future expansion of business/investments?	<i>(Provide brief description and assessment)</i>	

Assessment Rating: (Total W X AR) = XX.XX					
Weight	C.1 (25%)	C.2 (25%)	C.3 (20%)	C.4 (20%)	C.5 (10%)
Assessor's Rating	(AQ3)	(AQ3)	(AQ3)	(AQ3)	(AQ2)
W x AR					

D. Financial Management

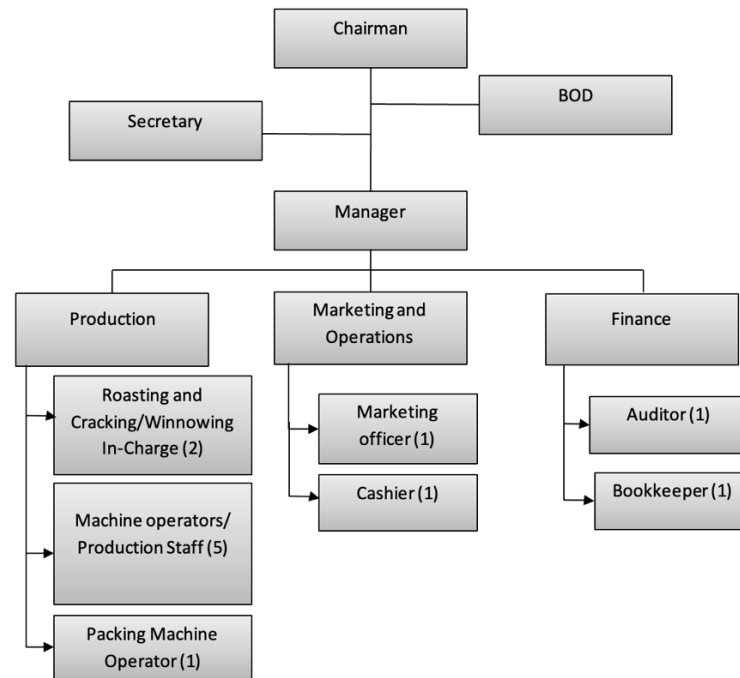
Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
D.1 Does the enterprise have bank account(s) solely for business operations with appropriate signatories?	<i>(Provide description and assessment)</i>	
D.2 Does the enterprise have existing financial records (IS,CF,&BS)? Do they have a paid accountant and/or bookkeeper to maintain its financial records? Does the officers of the organization have the competency to interpret and analyze the figures in their financial records?	<i>(Provide description and assessment)</i>	
D.3 Does the enterprise have an established accounting manual, financial reporting, and internal audit procedures?	<i>(Provide description and assessment)</i>	
D.4 Does the enterprise utilize any Enterprise Resource Planning (ERP) or Accounting Applications/Software?	<i>(Provide description and assessment)</i>	
D.5 Does the enterprise have an established cash flow and budget planning system?	<i>(Provide description and assessment)</i>	
D.6 Does the enterprise subscribe to the services of external financial auditors for the last 3 years?	<i>(Provide description and assessment)</i>	
D.7 Is the enterprise able to sufficiently submit the required financial reports to relevant stakeholders and regulatory bodies on time?	<i>(Provide description and assessment)</i>	
D.8 Does the enterprise have an established policy and mechanism in vetting investment opportunities that generate desired returns to the enterprise? Does the top management of the organization have the competency to accurately appraise investment opportunities?	<i>(Provide description and assessment)</i>	

Assessment Rating: (Total W X AR) = XX.XX								
Weight	D.1 (10%)	D.2 (15%)	D.3 (15%)	D.4 (10%)	D.5 (10%)	D.6 (10%)	D.7 (15%)	D.8 (15%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ1)	(AQ3)
W x AR								

E. Management and Governance

Organizational Structure of the Organization

(Draw the organizational structure here and provide brief description of roles and responsibilities after the illustration)



Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
E.1 Is the organizational structure functional and responsive to the overall management and governance of the organization and operations of the enterprise? Is there any opportunity to improve the structure to address bottlenecks and inefficiencies?	<i>(Provide description and assessment)</i>	
E.2 Does the organization have bylaws and articles of cooperation that sets the direction of the organization, membership rights, election protocols, and is being reviewed frequently to check its responsiveness to the needs of the enterprise and of the organization?	<i>(Provide description and assessment)</i>	
E.3 Does the organization have a functional operations manual that upholds the quality and efficiency of the operations of the enterprise?	<i>(Provide description and assessment)</i>	
E.4 Does the organization maintain a structured and transparent decision making process and information sharing mechanism between the BOD, Managers, and Members?	<i>(Provide description and assessment)</i>	
E.5 Does the organization have a functional and competent BOD which acts within clearly defined governing roles and responsibilities and engages in regular trainings and upskilling activities? Are the BOD elected by members and according to bylaws without exceeding terms or term limits? Are there competency gaps of the BOD members that needs to be addressed?	<i>(Provide description and assessment)</i>	

E.6 Does the organization have functional manager that has a specific job description that is separate from the BOD's tasks and responsibilities? Are there competency gaps that needs to be addressed for the overall improvement of the enterprise's middle management?	(Provide description and assessment)	
E.7 Does the organization have a Strategic Plan with detailed action plans? Does it allocate resources/budget for the execution of the action plans?	(Provide description and assessment)	
E.8 Does the organization timely submits its CAPR (including Governance and Mgt. Audit Report, Mgt. Reports/Records, Financial Performance Report, Social Audit Report) and annually renews its Certificate of Compliance? Is the organization having difficulties in complying to the abovementioned obligations?	(Provide description and assessment)	
E.9 Does the organization have a functional conflict management system in place to mitigate disruptive and unnecessary conflicts within the organization?	(Provide description and assessment)	
E.10 Does the organization hold its General Assembly regularly with clear agenda? Are the minutes of the GAs being disseminated to all members?	(Provide description and assessment)	

Assessment Rating: (Total W X AR) = XX.XX

Weight	E.1 (10%)	E.2 (10%)	E.3 (10%)	E.4 (10%)	E.5 (10%)	E.6 (10%)	E.7 (10%)	E.8 (10%)	E.9 (10%)	E.10 (10%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)
W x AR										

F. Human Resource Management and Development

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
F.1 Does the enterprise track Key Performance Indicators (KPIs) of its units and staffs? Do they have a reward system for good performance and demerit system for bad performance?	(Provide description and assessment)	
F.2 Does the enterprise allot and prioritize resources/budget for the continuous development of competencies/capacities of its workforce?	(Provide description and assessment)	
F.3 Does the enterprise have an established HR Policy (including recruitment, compensation and benefits, personelling, performance M&E, and compliance to statutory laws) and is it aligned with the labor laws of the Philippines? Do they have any difficulties/challenges in providing the statutory benefits (PhilHealth, SSS, and Pag-Ibig) to its employees?	(Provide description and assessment)	
F.4 Does the enterprise implement 5S practices (work stations and document filing) in the workplace?	(Provide description and assessment)	

F.5 Does the enterprise consciously uphold Occupational Safety and Health practices and does it continually strive to improve the workers welfare? Does it track employees' satisfaction and turnover rates?	(Provide description and assessment)	
F.6 Does the enterprise have an established grievance and redress mechanism? Were there recorded incidents that the mechanism was proven functional?	(Provide description and assessment)	

Assessment Rating: (Total W X AR) = XX.XX

Weight	F.1 (20%)	F.2 (25%)	F.3 (25%)	F.4 (10%)	F.5 (10%)	F.6 (10%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)	(AQ2)
W x AR						

G. Technology and Innovation

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
G.1 Does the enterprise utilize innovative or novel technologies in its consolidation processes?	(Provide description and assessment of the novel hardware and/or software being used by the enterprise)	
G.2 Does the enterprise utilize innovative or novel technologies, applications, and/or strategies/modality in its sales, marketing, and promotion activities?	(Provide description and assessment of the novel hardware and/or software and/or applications being used by the enterprise)	
G.3 Does the enterprise utilize innovative or novel technologies, applications, and models in its finance, admin, and management processes?	(Provide description and assessment of the novel hardware and/or software being used by the enterprise)	
G.4 Does the enterprise have an established process for continuous learning and improvement such as R&D, benchmarking, and etc.? Does the enterprise allocate budget for such processes?	(Provide description and assessment)	

Assessment Rating: (Total W X AR) = XX.XX

Weight	G.1 (35%)	G.2 (30%)	G.3 (20%)	G.4 (15%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)
W x AR				

H. Resource Generation/Assistance from Enabling Institutions, Affiliations, and FSPs

List of Past and Outstanding Loans and other Financial Instruments Accessed from FSPs

Name of Financial Product	Name of Institution	Principal Amount and Due Date	No. of Years Payable and Interest Rate per Annum	Amount Paid	Outstanding Balance	Purpose	Status

List of Past and Ongoing Assistance Received from Industry Enablers (Gov't., NGOs, and Private Institutions)

Description of Assistance	Name of Program/Project	Timeline	Cost	Status/Remarks

List of Affiliated Organizations, Federations, Chambers of Commerce, and Etc.

- 1.
- 2.
- 3.

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
H.1 Does the organization have prior experience in accessing financial products from FSPs? If so, was it able to maintain its good credit standing?	<i>(Provide description and assessment)</i>	
H.2 Is the organization capable in raising capital infusion from its members with minimal resistance? Is the organization having difficulties collecting membership fees from its members?	<i>(Provide description and assessment)</i>	
H.3 Does the organization have accreditation from various government agencies and have experience in receiving assistance from government and private industry enablers? Were they able to sustain and achieve the goal of the assistance?	<i>(Provide description and assessment)</i>	
H.4 Does the organization assist/facilitate the registration of its member farmers to the Registry System for Basic Sectors in Agriculture (RSBSA) for them to be targeted as a potential beneficiary of various government assistance?	<i>(Provide description and assessment)</i>	
H.5 Does the organization have significant network, affiliations, and strategic partners, and alliances to be used to their advantage?	<i>(Provide description and assessment)</i>	

Assessment Rating: (Total W X AR) = XX.XX

Weight	H.1 (25%)	H.2 (25%)	H.3 (20%)	H.4 (15%)	H.5 (15%)
Assessor's Rating	(AQ3)	(AQ3)	(AQ3)	(AQ3)	(AQ3)
W x AR					

I. Risk Management

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
I.1 Does the organization have a business continuity plan/succession plan to mitigate inevitable changes in the management, business environment, and turn-over of personnel?	<i>(Provide description and assessment)</i>	
I.2 Does the enterprise have an established risk management plan for its consolidation processes and supply chain management?	<i>(Provide description and assessment)</i>	
I.3 Does the enterprise have an established risk management plan for its sales, marketing, and promotion processes?	<i>(Provide description and assessment)</i>	
I.4 Does the enterprise have an established risk management plan for its finance, admin, and HR processes?	<i>(Provide description and assessment)</i>	

Assessment Rating: (Total W X AR) = XX.XX				
Weight	I.1 (30%)	I.2 (30%)	I.3 (25%)	I.4 (15%)
Assessor's Rating	(AQ2)	(AQ2)	(AQ2)	(AQ2)
W x AR				

J. Gender Equality, Social Inclusion, and Environmental Sustainability

Roles of Women, Men, Youth, IPs, Senior Citizens, and PWDs in the Business Model of the Organization/Enterprise:

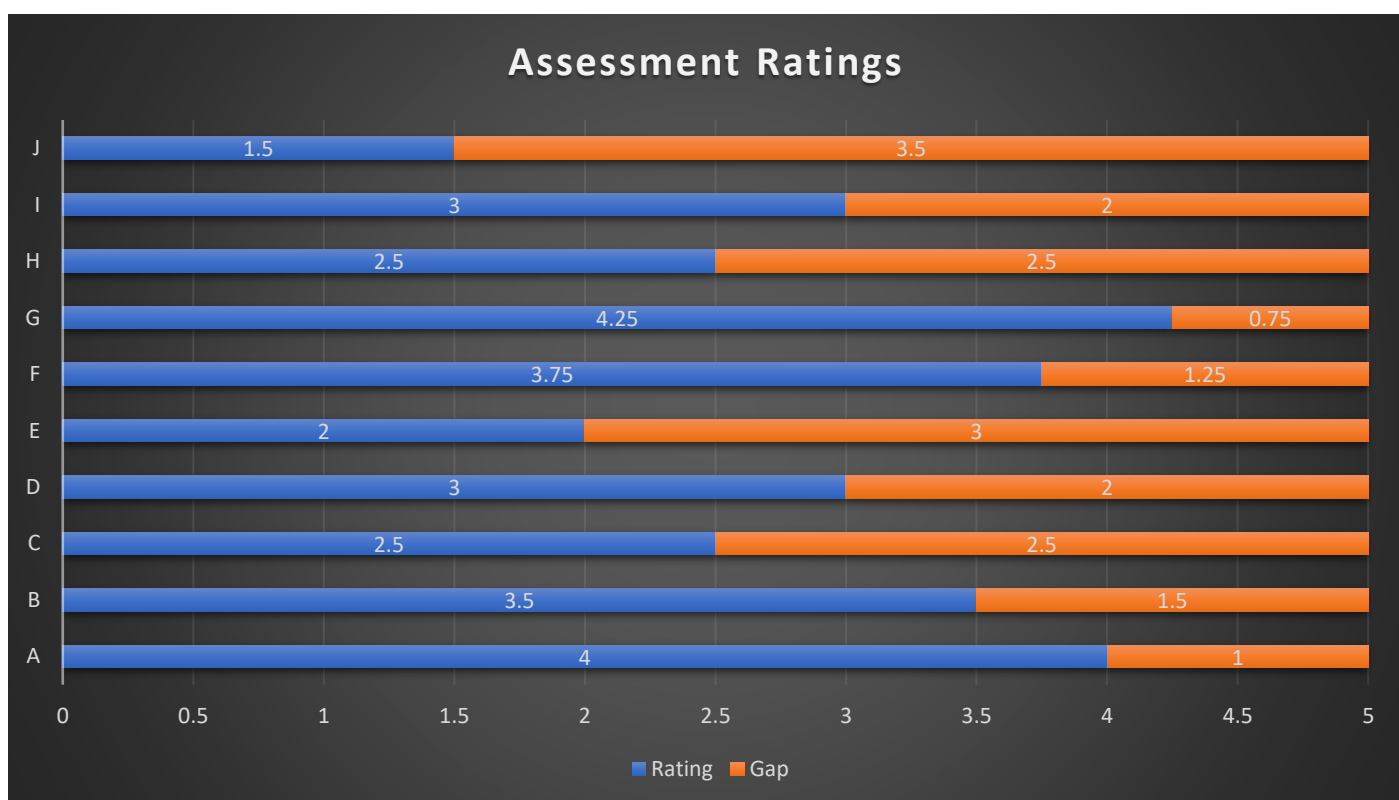
Sector	Description of Activities, Roles, and Responsibilities
Women	
Men	
IPs	
Youth	
Senior Citizens	
PWDs	

Diagnostic Questions	Assessor's Description and Assessment	Recommended Strategic Actions, Interventions, and Investments to Address Identified Constraints
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Part 3: Enterprise Maturity Rating

Table 3.1 Overall Enterprise Maturity Rating and Enterprise Category [SAMPLE COMPUTATION]

Criteria	Assessment Rating	Weight	Total
A. Sales, Distribution, and Revenue Generation	4	15%	0.60
B. Consolidation and Supply Chain Management	3.5	15%	0.52
C. Historical Financial Performance	2.5	12%	0.30
D. Financial Management	3	12%	0.36
E. Management and Governance	2	15%	0.30
F. Human Resource Management and Development	3.75	7%	0.26
G. Technology and Innovation	4.25	7%	0.30
H. Resource Generation from Enabling Institutions, Affiliations, and FSPs	2.5	7%	0.17
I. Risk Management	3	5%	0.15
J. Gender Equality, Social Inclusion, and Environmental Sustainability	1.5	5%	0.075
Overall Enterprise Maturity Rating			3.03
Enterprise Category			Expanding Enterprises



Part 4: Summary of Proposed Investments and Interventions

Table 4.1 Proposed Productive Investments (Equipment, Tools, and Facilities)

Productive Investments	Specifications	Total Cost	RAPID Matching Grant	Counterpart
Total				

Table 4.2 Financing Requirements of the Enterprise

Purpose	Amount	Target Financial Service Provider
Matching Grant Counterpart		
Working Capital		
For Farm Expansion		
For Farm Rehabilitation		
For Farm Operations		
Other Investments/Actions beyond RAPID's Grants		
Total		

Table 4.3 Proposed Business Development Services & Capacity Building Interventions

BDS / Capacity Building Interventions	Methodology of Delivery of Services	Cost
Total		

Part 5: Financial Viability of Proposed RAPID Productive Investments [For RAPID's Matching Grants ONLY]

Sample IRR Computation for Farm Rehabilitation (SHF Level)

ARABICA - REHABILITATION	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15
No. of Bearing Trees	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Yield per tree - GCB (Kg)	0.95	0.43	0.75	1.20	1.50	1.50	1.50	1.13
Total GCB Volume in Kg	475.00	213.75	375.00	600.00	750.00	750.00	750.00	562.50
Volume Per Product in Kg:								
Specialty	n/a	42.75	93.75	180.00	262.50	300.00	300.00	225.00
Premium	n/a	106.88	187.50	300.00	375.00	375.00	375.00	281.25
Commercial		64.13	93.75	120.00	112.50	75.00	75.00	56.25
Product Sales in (₱) :								
Specialty	n/a	42,750.00	98,868.75	200,192.61	307,887.89	371,084.08	484,073.33	473,599.52
Premium	n/a	58,781.25	108,755.63	183,509.89	241,911.91	255,120.30	332,800.42	325,599.67
Commercial	350.00	22,443.75	34,604.06	46,711.61	46,183.18	32,469.86	42,356.42	41,439.96
<i>Subtotal</i>		123,975.00	242,228.44	430,414.11	595,982.99	658,674.24	859,230.16	840,639.15
TOTAL GROSS SALES - (₱)	-	123,975.00	242,228.44	430,414.11	595,982.99	658,674.24	859,230.16	840,639.15
Less: Production Costs (excluding GCB processing)		75,897.91	98,966.85	135,380.83	168,694.14	186,940.12	239,810.65	255,751.07
Net Income before GCB Processing	-	48,077.09	143,261.59	295,033.28	427,288.85	471,734.12	619,419.51	584,888.09
Less: GCB Processing Costs	-	3,847.50	7,121.25	12,020.67	15,852.26	16,724.13	21,857.77	21,425.43
Net Income after GCB Processing	-	44,229.59	136,140.34	283,012.61	411,436.59	455,009.99	597,561.74	563,462.66
Less: Investment Costs (RAPID + Equity)	60,553.76							
Less: Investment Cost (Trainings)	2,406.42							
Less: FO's Sales Commission		12,397.50	24,222.84	43,041.41	59,598.30	65,867.42	85,923.02	84,063.92
Final Net Income (Rehab) - (₱)	- 62,960.18	31,832.09	111,917.50	239,971.20	351,838.29	389,142.57	511,638.72	479,398.75
Net Income (Baseline)	-	122,422.90	129,185.91	136,317.25	143,836.99	151,766.28	198,130.51	193,439.70
Incremental Benefit	- 62,960.18	90,590.81	17,268.41	103,653.94	208,001.30	237,376.29	313,508.21	285,959.05
IRR for Rehab	59%							

Sample IRR Computation for Farm Expansion (SHF Level)

ARABICA - EXPANSION	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15
No. of Bearing Trees	n/a	600.00	600.00	600.00	600.00	600.00	600.00	600.00
Yield per tree - GCB (Kg)	n/a	-	0.09	0.45	0.90	1.50	1.50	1.50
Total GCB Volume in Kg	-	-	54.00	270.00	540.00	900.00	900.00	900.00
Volume Per Product in Kg:								
Specialty	n/a	-	13.50	81.00	189.00	360.00	360.00	360.00
Premium	n/a	-	27.00	135.00	270.00	450.00	450.00	450.00
Commercial		-	13.50	54.00	81.00	90.00	90.00	90.00
Product Sales in (₱) :								
Specialty	n/a	-	14,237.10	90,086.67	221,679.28	445,300.90	580,888.00	757,759.24
Premium	n/a	-	15,660.81	82,579.45	174,176.58	306,144.37	399,360.50	520,959.47
Commercial	n/a	-	4,982.99	21,020.22	33,251.89	38,963.83	50,827.70	66,303.93
<i>Subtotal</i>			34,880.90	193,686.35	429,107.75	790,409.09	1,031,076.20	1,345,022.64
TOTAL GROSS SALES - (₱)	-	-	34,880.90	193,686.35	429,107.75	790,409.09	1,031,076.20	1,345,022.64
Less: Production Costs (excluding GCB)	-	68,444.88	79,794.38	108,941.79	155,734.68	201,633.97	260,761.74	337,456.15
Net Income before GCB Processing	- 68,444.88	-	44,913.49	84,744.56	273,373.07	588,775.12	770,314.46	1,007,566.50
Less: GCB Processing Costs		-	1,025.46	5,409.30	11,413.63	20,068.96	26,229.33	34,280.68
Net Income after GCB Processing	- 68,444.88	-	45,938.95	79,335.25	261,959.45	568,706.16	744,085.13	973,285.82
Less: Investment Costs (RAPID + Equity)	83,045.94							
Less: Investment Cost (Trainings)	731.11							
Less: FO's Sales Commission		-	3,488.09	19,368.63	42,910.78	79,040.91	103,107.62	134,502.26
Final Net Income (Expansion) - (₱)	- 83,777.05	- 68,444.88	- 44,913.49	84,744.56	273,373.07	588,775.12	770,314.46	1,007,566.50
Net Income (Baseline)	-	122,422.90	129,185.91	136,317.25	143,836.99	151,766.28	198,130.51	193,439.70
Incremental Benefit	- 83,777.05	- 190,867.78	174,099.40	51,572.70	129,536.08	437,008.85	572,183.95	814,126.80
IRR for Expansion	42%							

Sample IRR Computation for both Farm Rehabilitation and Expansion: (SHF Level)

ARABICA - REHAB & EXPANSIO	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 10	Year 15
No. of Bearing Trees (Rehab)	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
No. of Bearing Trees (Expansion)	-	600.00	600.00	600.00	600.00	600.00	600.00	600.00
Yield per tree - GCB in Kg (Rehab)	0.95	0.43	0.75	1.20	1.50	1.50	1.50	1.13
Yield per tree - GCB in Kg (Expansion)	-	-	0.09	0.45	0.90	1.50	1.50	1.50
GCB Volume from Rehab (Kg)	-	213.75	375.00	600.00	750.00	750.00	750.00	562.50
GCB Volume from Expansion (Kg)	-	-	54.00	270.00	540.00	900.00	900.00	900.00
Total GCB Volume in Kg	-	213.75	429.00	870.00	1,290.00	1,650.00	1,650.00	1,462.50
Volume Per Product in Kg:								
Specialty	n/a	42.75	107.25	261.00	451.50	660.00	660.00	585.00
Premium	n/a	106.88	214.50	435.00	645.00	825.00	825.00	731.25
Commercial		64.13	107.25	174.00	193.50	165.00	165.00	146.25
Product Sales in (₱) :	n/a							
Specialty	n/a	42,750.00	113,105.85	290,279.28	529,567.17	816,384.98	1,064,961.33	1,231,358.76
Premium	n/a	58,781.25	124,416.44	266,089.34	416,088.49	561,264.67	732,160.91	846,559.15
Commercial	350.00	22,443.75	39,587.05	67,731.83	79,435.08	71,433.69	93,184.12	107,743.89
TOTAL SALES (₱)	-	123,975.00	277,109.33	624,100.46	1,025,090.74	1,449,083.33	1,890,306.36	2,185,661.80
Less: Production Costs for Rehab of 1 Ha.	-	75,897.91	98,966.85	135,380.83	168,694.14	186,940.12	239,810.65	255,751.07
Less: Production Costs for Expansion of 1 Ha.	-	68,444.88	79,794.38	108,941.79	155,734.68	201,633.97	260,761.74	337,456.15
Net Income before GCB Processing	-	- 20,367.79	98,348.10	379,777.83	700,661.92	1,060,509.25	1,389,733.97	1,592,454.58
Less: GCB Processing Costs	-	3,847.50	8,146.71	17,429.97	27,265.88	36,793.09	48,087.10	55,706.11
Net Income after GCB Processing	-	- 24,215.29	90,201.39	362,347.86	673,396.03	1,023,716.15	1,341,646.87	1,536,748.48
Less: TPC for Rehab	61,528.58	-	-	-	-	-	-	-
Less: TPC for Expansion	83,777.05	-	-	-	-	-	-	-
Less: FO's Sales Commissions		12,397.50	27,710.93	62,410.05	102,509.07	144,908.33	189,030.64	218,566.18
Net Income (Rehab & Expansion) - (₱)	- 145,305.63	- 20,367.79	98,348.10	379,777.83	700,661.92	1,060,509.25	1,389,733.97	1,592,454.58
Net Income (Baseline)		122,422.90	129,185.91	136,317.25	143,836.99	151,766.28	198,130.51	193,439.70
Incremental Benefit	- 145,305.63	- 142,790.69	30,837.81	243,460.58	556,824.93	908,742.97	1,191,603.46	1,399,014.89
IRR for Rehab & Expansion	76%							

Sample IRR Computation for Equipment/Facilities to Increase Production Capacity:

Assumptions:						
Cost of Equipment	5,000,000.00					
Useful life	5 years					
Production Capacity of Equipment	500 Boxes per day					
Number of days in production per year	250					
Number of boxes produced per year	125,000.00					
Number of boxes to be sold per year (75% of production)	93,750.00					
Value of input to the machine per unit / Cost of Input	650.00					
Cost of Operation of Equipment per day	10000					
Annual Depreciation	1,000,000.00					
Annual Maintenance	50,000.00					
Value of output of the machine per unit/ Cost of Output	700					
Increase of Sales per year	10%					
Increase of COGS and OPEX per year due to inflation	10%					
IRR For Incremental Benefit of Productive Investment worth Php 5,000,000						
Particulars	Investment Phase	Year 1	Year 2	Year 3	Year 4	Year 5
Incremental Cost of Output		65,625,000.00	72,187,500.00	79,406,250.00	87,346,875.00	96,081,562.50
Incremental Cost of Input		60,937,500.00	67,031,250.00	73,734,375.00	81,107,812.50	89,218,593.75
Incremental OPEX		2,500,000.00	2,750,000.00	3,025,000.00	3,327,500.00	3,660,250.00
Annual Maintenance		50,000.00	55,000.00	60,500.00	66,550.00	73,205.00
Annual Depreciation		1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00	1,000,000.00
Incremental Net Benefit	-5,000,000.00	1,137,500.00	1,351,250.00	1,586,375.00	1,845,012.50	2,129,513.75
IRR of Incremental Benefit of the Investment	16%					

Sample IRR Computation for Equipment to increase efficiency:

SHI DATA:											
Production capacity of BC per day (kg)	10,000										
No. of working days per month	15										
Total Days per Year	180										
Number of Months per Year	12										
Number of kilos per box	5										
Jack Pallet Capacity per Load/Trip	120										
Forklift Capacity per load/trip	400										
Volume Increase (Forklift)	15,000.00										
Minute per Load/Trip	45										
Minutes per Hour	60										
Daily Minimum Wage	438										
Yearly Increase of Wage	2.86%										
Yearly Increase of BC Volume	10%										

Capacity of Jack Pallet Manual Vs Capacity of Electric Forklift											
Equipment	Jack Pallet (Current Year)	Forklift (Year 1)	Forklift (Year 2)	Forklift (Year 3)	Forklift (Year 4)	Forklift (Year 5)	Forklift (Year 6)	Forklift (Year 7)	Forklift (Year 8)	Forklift (Year 9)	Forklift (Year 10)
Volume of BC for processing per day (kg)	10,000.00	10,000.00	11,000.00	12,100.00	13,310.00	14,641.00	16,105.10	17,715.61	19,487.17	21,435.89	23,579.48
Divided by number of kilos per box	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Number of boxes	2,000.00	2,000.00	2,200.00	2,420.00	2,662.00	2,928.20	3,221.02	3,543.12	3,897.43	4,287.18	4,715.90
Capacity (no. of boxes per load)	120.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00
Number of Trips per day	16.67	5.00	5.50	6.05	6.66	7.32	8.05	8.86	9.74	10.72	11.79
Number of operation hours per day	12.5	3.75	4.13	4.54	4.99	5.49	6.04	6.64	7.31	8.04	8.84

IF JACK PALLET											
Total Load (kg) to Carry per Day	10,000.00	10,000.00	11,000.00	12,100.00	13,310.00	14,641.00	16,105.10	17,715.61	19,487.17	21,435.89	23,579.48
Max Load (kg) per Jack Pallet	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00
No. of Boxes per Load	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00	120.00
No. of Trips Required	16.67	16.67	18.33	20.17	22.18	24.40	26.84	29.53	32.48	35.73	39.30
Total Man-Hours Required per Day (Operator)	12.50	12.50	13.75	15.13	16.64	18.30	20.13	22.14	24.36	26.79	29.47

IF FORKLIFT											
Total Load (kg) to Carry per Day	10,000.00	10,000.00	11,000.00	12,100.00	13,310.00	14,641.00	16,105.10	17,715.61	19,487.17	21,435.89	23,579.48
Max Load (kg) per Fork Lift	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
No. of Boxes per Load	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00	400.00
No. of Trips Required	5.00	5.00	5.50	6.05	6.66	7.32	8.05	8.86	9.74	10.72	11.79
Total Man-Hours Required per Day (Operator)	3.75	3.75	4.13	4.54	4.99	5.49	6.04	6.64	7.31	8.04	8.84

Projected Savings on Man-Hours per Day											
		8.75	9.63	10.59	11.65	12.81	14.09	15.50	17.05	18.76	20.63

COMPUTATION OF IRR FOR FORKLIFT FOR SOUTHERN HARVEST INC.											
IRR for Daily Savings											
Particulars	Investment Phase	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Labor Hours Saved Daily (Operator)		8.75	9.63	10.59	11.65	12.81	14.09	15.50	17.05	18.76	20.63
Daily Wage (Php)		438	450.53	463.41	476.67	490.30	504.32	518.74	533.58	548.84	564.54
Daily Savings on Labor (Operator)		3,832.50	4,336.32	4,806.37	5,551.36	6,281.15	7,106.87	8,041.14	9,098.22	10,294.28	11,647.56
Yearly Savings on Labor (Forklift Operator)	-1,500,000.00	689,850.00	780,537.68	883,147.16	999,245.69	1,130,606.53	1,279,236.06	1,447,404.44	1,637,680.22	1,852,969.67	2,096,561.06
IRR	57%										

Projected Income Statement of the Enterprise after RAPID's Interventions and Investments (Enterprise Level)

IRR of FO (Buy & Sell Model)						
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
TOTAL REVENUES		₱ 16,920,193.50	₱ 63,103,968.38	₱ 122,702,053.79	₱ 205,527,482.74	₱ 284,513,874.82
ARABICA GCB (P)	-	7,983,990.00	18,855,061.58	45,796,061.19	78,431,361.35	116,190,136.23
Specialty		2,753,100.00	7,695,943.50	21,300,493.58	40,518,046.45	65,459,231.68
Premium		3,785,512.50	8,465,537.85	19,525,452.44	31,835,607.93	45,003,221.78
Commercial		1,445,377.50	2,693,580.23	4,970,115.17	6,077,706.97	5,727,682.77
ROBUSTA GCB (P)	-	8,936,203.50	44,248,906.80	76,905,992.60	127,096,121.39	168,323,738.60
Fine		470,326.50	5,381,623.80	12,359,891.67	26,601,513.78	47,341,051.48
Premium		1,959,693.75	11,959,164.00	24,523,594.58	51,725,165.68	78,901,752.47
Commercial		6,506,183.25	26,908,119.00	40,022,506.35	48,769,441.93	42,080,934.65
Less: COGS	-	15,247,564.91	61,225,499.02	106,912,548.36	164,472,304.04	203,063,728.54
GROSS PROFIT	₱ -	₱ 1,672,628.59	₱ 1,878,469.36	₱ 15,789,505.43	₱ 41,055,178.70	₱ 81,450,146.28
Less: OpEx		-	538,680.00	1,380,581.55	2,173,711.14	3,596,756.34
Less: Total Project Cost	3,525,000.00					
NET PROFIT (Buy & Sell)	-₱ 3,525,000.00	₱ 1,133,948.59	₱ 497,887.81	₱ 13,615,794.29	₱ 37,458,422.36	₱ 76,469,081.28
Net PROFIT (Baseline)	46,740.00	51,414.00	56,555.40	62,210.94	68,432.03	75,275.24
Incremental Benefit	- 3,571,740.00	1,082,534.59	441,332.41	13,553,583.35	37,389,990.32	76,393,806.04
IRR of FO (Buy & Sell)	140%					

Part 6: Socio-Economic and Environmental Benefits of the Proposed Strategic Investments and Interventions

I. Employment Generation

Provide brief narrative on the perceived number of employment to be sustained and generated by the proposed improvement of the enterprise/organization. Provide Sex Disaggregated Data of the envisaged jobs to be generated.

Table 7.1 SDD of Projected Employment Generation

Particulars	Existing Workforce		Envisaged Additional Jobs to be Generated		Total
	Male	Female	Male	Female	
Regular Employees					
No. of IPs					
No. of Youth					
No. of Senior Citizen					
No. of PWDs					
Contractual/Job Orders					
No. of IPs					
No. of Youth					
No. of Senior Citizen					
No. of PWDs					

II. Increase of Incomes of Smallholder Farmers (applicable to FOs)

Provide brief narrative on the projected increase of incomes of smallholder farmers that would benefit from the investments and interventions of the project.

Table 7.2 Projected Increase of Incomes of Smallholder Farmers

Ave. Income before RAPID	Projected Income after RAPID	Incremental Increase in Amount	Incremental Increase in %
XXXXX	XXXXX	XXXXX	XX

III. Development of Women, Youth, IPs, PWDs

Provide brief narrative on how would the RAPID investments and interventions contribute to the socio-economic development of Women, Youth, IPs, and PWDs.

IV. Environmental Protection and Climate Resiliency

Provide brief narrative on how would the RAPID investments and interventions contribute to environmental protection and conservation and climate resiliency of the enterprise.

List of Tables and Figures

Provide list of tables and Figures here

Photos and etc.

Prepared by (List of names of administering team with signature):

S/N	Name	Designation	Signature
1			
2			
3			

Reviewed and Concurred by (Names and Signature of BOD Chairperson and Manager of the Cooperative):

S/N	Name	Designation	Signature
1			
2			