

GLOBAL BUSINESS BRIGADES COMMUNITY OF EL ZUZULAR, HONDURAS: FINAL REPORT



UNIVERSITY OF TEXAS AT AUSTIN

-JAN 2016-

I think I speak for our entire group when I say that we all feel incredibly grateful and humbled to have been able to spend our first week of the new year in the beautiful nation of Honduras. All members of the Global Brigades in-country staff team, especially those directly assisting our brigade, have been extremely helpful and accommodating of us during our stay. They have helped guide us in our mission to help impact our assigned community for the week, El Zuzular. Although we certainly faced our fair share of rough patches, I like to think we were able to benefit the community with not only our money but also our deliverables and advice. Still, despite all that is going right in El Zuzular, the community and Global Brigades face significant operational difficulties in the coming months and years if substantial development is to continue to take place.

We came into the community with a bit of an ambiguous task: we were to advise Zuzular on their coffee sales and production (via the new “Café Holístico” initiative undertaken by GB). Coming in, this seemed hard to do. The community seemed to have had their plans in place for the initiative, going so far as to already have significant foreign investment for the required capital. Fortunately, after exploring around in the community a bit, we were able to find a few initiatives we could take on. Some, like finding ways to incentivize work for pay in the coffee microenterprise, were related to the Café Holístico initiative. Others, like our efforts to incentive savings in the community through a savings partial matching plan, were targeted at finding other ways to increase the Caja Rural’s integration into the community. In the end, I hope our efforts have been helpful to the community.

Finally, I would be remiss to not mention the many consistent problems I and others have come across on multiple brigades with GB. We all care very deeply about these communities and their progress and it truly concerns us when we see things that we think hamper development efforts. While I place a very high premium on the experience students get to have on GB trips, I think it too often comes at the cost of brigade effectiveness. Consistently, we have seen problems involving limited information, a lack of follow-up with communities, and a lack of effective implementation. Although development is never easy and it would be unfair to expect its implementation to be seamless, we have noticed problems that could be somewhat easily fixed. In a separate document we have written up some of our takeaways. In all sincerity, we do this not because of any animosity, but in hopes that these things can be realistically fixed. We remain committed to GB goals, and merely hope our additional insight can be of some help.

Overall we’ve had an amazing experience! I can personally attest that I have seen this trip be radically perspective changing for many in our group. Above all else we are humbled by the persistence and determination demonstrated by the people of El Zuzular and other rural Honduran communities. Their will and effort to grow will drive their development. It is but for us to figure out the best ways we can help and support them in this noble endeavor.

UT Austin will continue to support these communities in any way possible. Please feel free to reach out to me or any on the trip with questions should any arise. We are always happy to help!

Best Regards,

Sean Sellers

Sean Sellers

President, UT Austin Microfinance & Business Brigades

Table of Contents

EL ZUZULAR SURVEY RESULTS	3
Home Visit Review.....	3
Survey and Home Visit Takeaway.....	7
CAJA RURAL BOOK-KEEPING.....	9
CAFÉ HOLISTICO STRATEGY.....	11
Goals from January to October 2016.....	12
Potential Issues to Consider Long Term: Post Transition Oct 2016.....	13
Additional Considerations.....	14
MICROENTERPRISE: RECORD KEEPING RECOMMENDATIONS.....	15
Increase Financial Literacy Through Educational Materials.....	15
MICROENTERPRISE: MANAGEMENT RECOMMENDATIONS.....	18
Assigning Positions and Work Schedule.....	18
Microenterprise Checklist.....	19
“Tasks” to be Completed.....	21
Incentive Payment Structure.....	22
COMMUNITY INVESTMENT FUND.....	24
Providing Funding for the Trilladores.....	24
Providing Funding for Savings.....	24
APPENDICES.....	26
Appendix A: Personal Finances.....	26
Appendix B: Microenterprise Pitching Tips.....	28
Appendix C: Sample Income Statement.....	29
Appendix D: Survey.....	30
Appendix E: Survey Results Summary Table.....	31
Appendix F: Excel Explanations.....	32

EL ZUZULAR SURVEY RESULTS

One of our brigade's top priorities was to assess how the community of El Zuzular might better go about implementing and scaling their coffee production so as to have enough crop for the Café Holístico initiative. One of the primary ways coffee production can be scaled is to, obviously, convince more community members to join the enterprise. In order to assess how readily people in the community might be willing to do that, we created a main survey, interviewed key individuals, and conducted many home visits. As another primary though perhaps less pressing objective, our brigade wanted to assess the community's relationship with the Caja, in order to see if there were any weaknesses that could be improved.

Home Visit Review

We visited many homes throughout Zuzular to collect information on community interaction within the coffee industry and with the community bank.

Lack of Savings

We found that many people were confused on the incentives of savings and confused the 1% increase on savings accounts with the 3% interest on loans. We also audited the savings books and found that there is only one active savings account gaining interest. Most members of the community took out their savings between 2011 and 2012 and have not replenished the cash. The treasurer informed us that the interest on savings were previously not put into the accounts as the previous treasurer had neglected to do so, but he informed us that he would begin adding the interest.

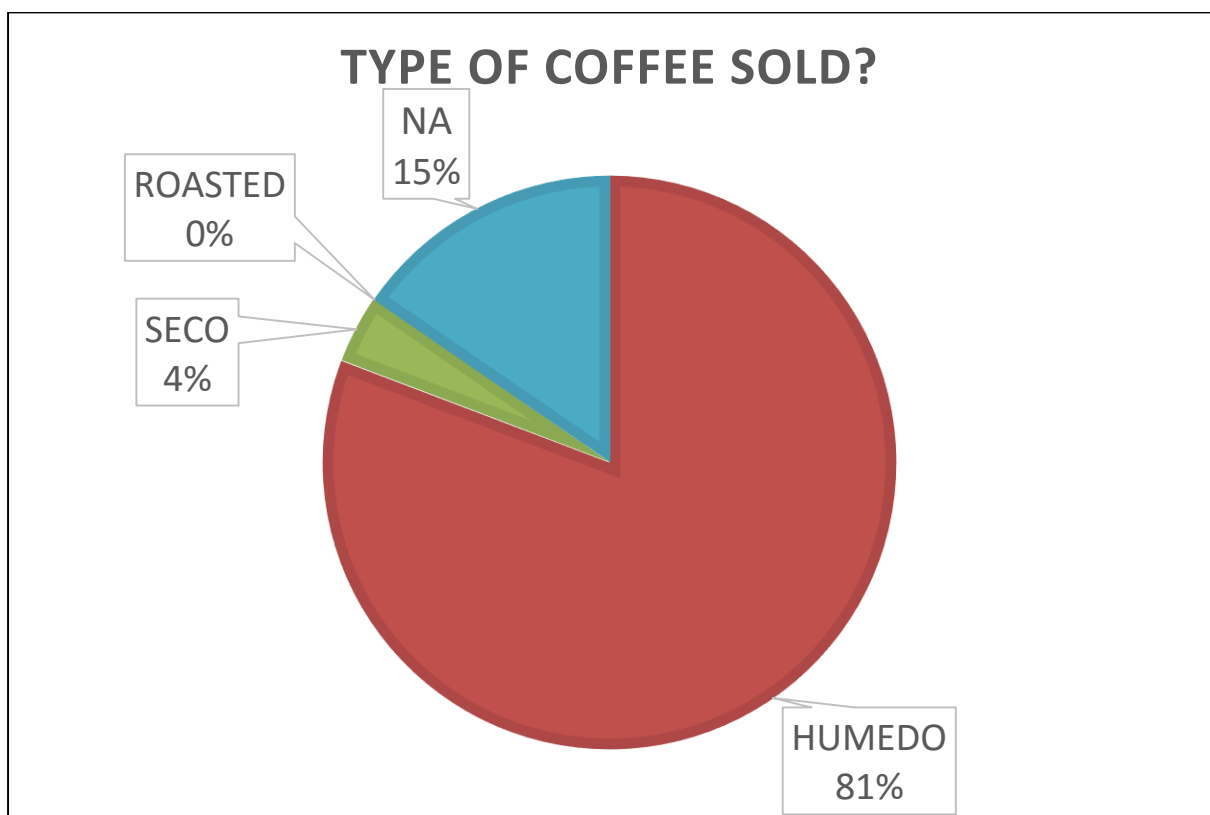
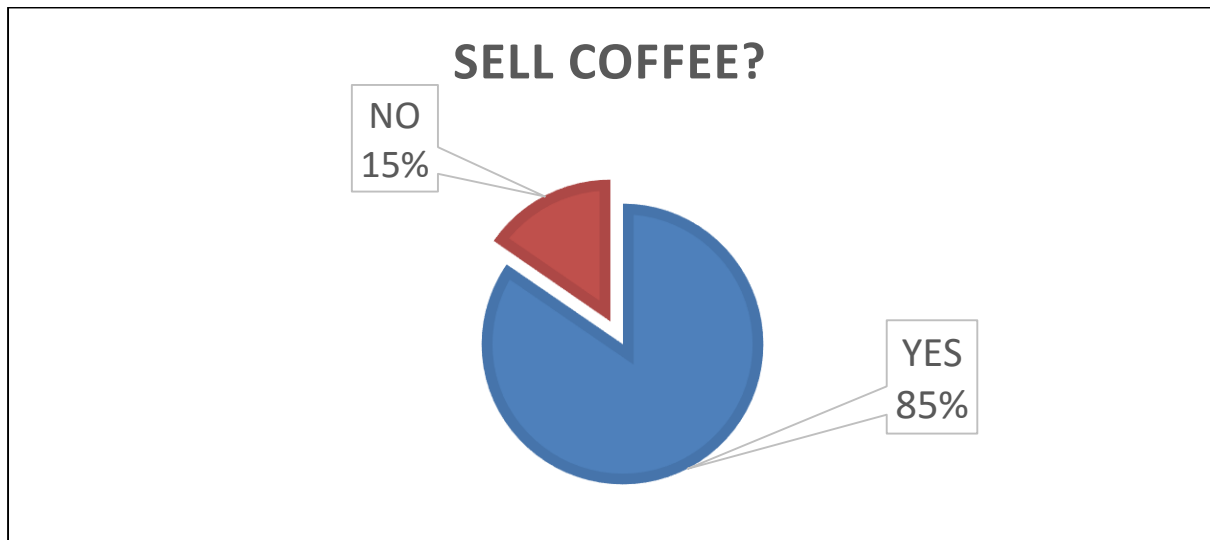
Communication Breakdown

All of the community members we visited were familiar with the Caja Rural and Café Holístico, even if only in general. We noticed much interest in joining either or both of these two projects but a lack of information on the programs and how to get involved. Most people had a family member who was part of the Caja but did not know many details.

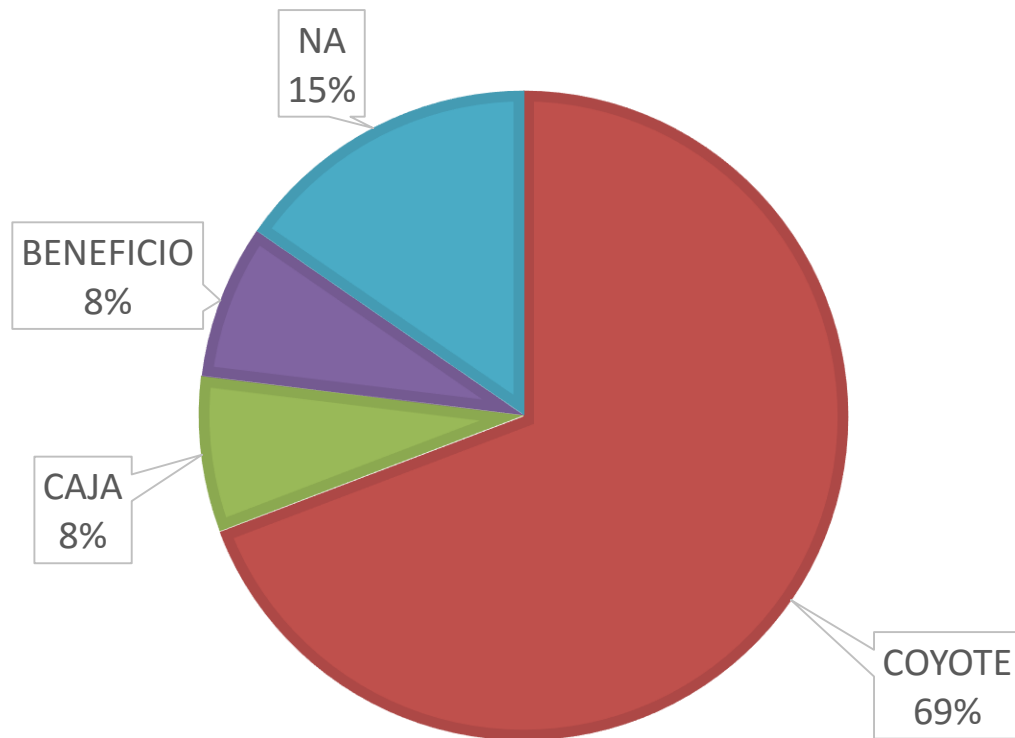


Coffee Sales

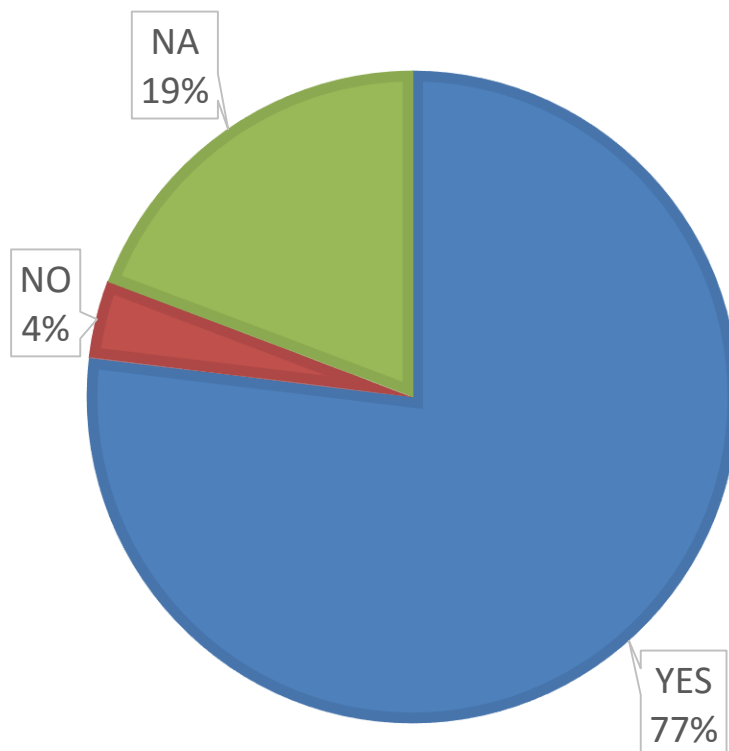
Most interviewees sold coffee in some capacity and were willing to sell their coffee to the Café Holístico project if it were to be helpful. They sell their coffee mostly in the “humedo” state because it is easiest to find buyers for, but has the least profit. Most coffee is sold in this state because coffee crops are very far away and third party intermediaries go to the fields to buy the coffee, offering quick money.



WHO DO YOU SELL IT TO?



WOULD YOU SELL COFFEE TO THE CAJA?



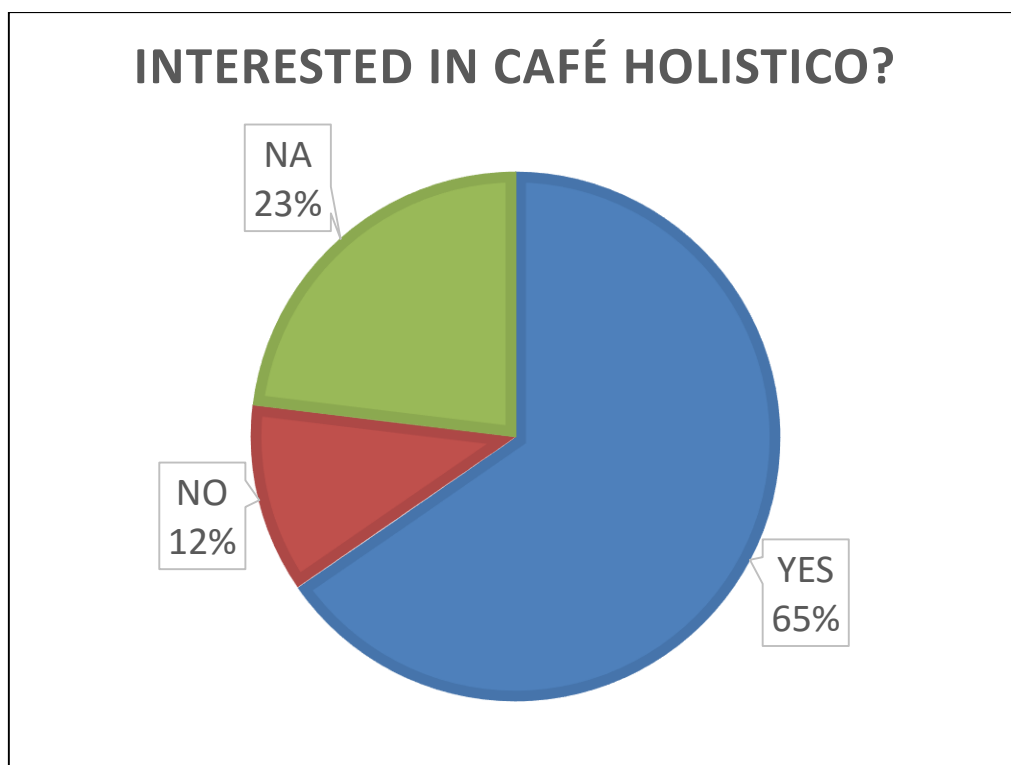
Survey and Home Visit Takeaways

Incentivize Savings

We are proposing offering cash to the Caja rural for a savings “matching” program outlined in another section of the report. This program should be communicated to members of the community to encourage all to open savings account and deposit extra profits in the bank. The 1% interest rate on savings should also be communicated clearly among the community in order to differentiate the service from interest on loans.

Improve Communication

Communication should increase between members of the Caja and the entire community. Communication should increase between members of each family on savings, financial status, and relationship with Caja Rural and Café Holístico. Non-members should feel welcome to join the Caja and Caja members should discuss expanding the bank members at monthly meetings. Caja members should also promote the fair trade market price that Café Holístico will offer for its’ coffee and encourage others to join in the program in order for all of the community to earn a fair price on their coffee crops. Overall, the benefits of joining the Caja should be expressed openly and frequently within the community to help expand Café Holístico as the program begins to grow.



Develop Transportation Infrastructure

When Café Holístico grows, a greater supply of coffee will be needed. Many community members sell to third party intermediaries because they come straight to the fields. The new truck given to the Caja from an outside investor could be used to travel throughout the community buying the coffee at a fair

price so community members have the option to sell their coffee to Café Holistic even if their crops are located far from the center of the community.

Average Amount Sold (Quintales)	15.26973684
Average Price per pound	7.116666667

CAJA RURAL BOOK-KEEPING

In reviewing the books, we found that records were kept fairly well, though it is not uncommon to find mistakes. The big goal now that the Caja has a computer is to start keeping records digitally. Our group painstakingly digitized all the books that had yet to be digitized, but the challenge now is to keep them updated and accurate until GB software is implemented. GB software is to set to be implemented before the year is out, which will result in much easier digital record keeping, but until then the community will have to make due with excel spreadsheets. Note that the new software will not record Caja transactions that took place prior to implementation, so it is important that these records are still kept accurately. The Caja has 5 physical control books, 4 of which are held by the treasurer (Shareholders, Savings, Loans, and Transactions), and one is held by the secretary (Minutes). The treasurer of the Caja originally had the following documents in excel (though many were incomplete or totally empty):

- **Libro de Accionistas (Book of Shareholders):** Contains tabs of all Caja shareholders and their dividend payouts.
- **Libro de Ahorro (Savings Book):** Contains tabs of all savings accounts in the community bank.
- **Libro de Gastos de Papeleo (Book of Paperwork Expenses):** Contains a list of all Caja expenses in a chart.
- **Libro de Prestamos (Book of Loans):** Contains tabs with all loans given out by the Caja with information on each loan's date, interest rate, interest, and principal.
- **Libro Diario Caja Rural Juventud Unida (Daily Book of The United Youth Rural Bank):** Overall summary balance of the Caja. Chart includes all transactions and a description of that transaction plus the amount of money entering and exiting the bank. Entries are further divided up into categories for increases in money (entradas) and decreases in money (salidas). Desposito de Ahorros, Pagos a Capital, Pago de Intereses, Acciones, and Otros are all options for increases in money. Retiro de Ahorros, Prestamos, Intereses Sobre Ahorros, Gastos de Administracion, Utilidades Distribuidas, and Otros are all options for decreases in money.
- **Planillas de Compra de Madera (Timber Procurement Spending?):** Document with a small chart listing certain costs for the Caja. Unsure the use of this document, but it's definitely a list of expenses.
- **Prestamo Otorgados Año 2015 (Loans Granted in 2015):** A summary document with several charts recording loans taken out in 2015. Unsure the use of all the tabs, but the document essentially seems to be a summary of different types of loans.

New or Modified Books

- **Cuentas Individuales (Ahorros y Prestamos):** This document contains tabs with all individuals who have had any interaction with the caja. Each tab has an individuals recorded saving and loans. The caja can continue to update the document if they find it helpful, but this document is not essential. There are many tabs so it helps to hyperlink the names to a tab. Another, perhaps easier, option is to simply right click on the small left and right arrows in the bottom left corner of the excel screen. This will bring up a menu that allows easy tab selection. Additionally, one can move to the end of all the tabs by holding the “ctrl” button (control) and left clicking.
- **Nuevo Libro de Accionistas (New Book of Shareholders):**
- **Nuevo Libro de Prestamos (New Book of Loans):** This document is a fully updated, reformatted, and semi-automated. It has a full list of loans that can be added to.

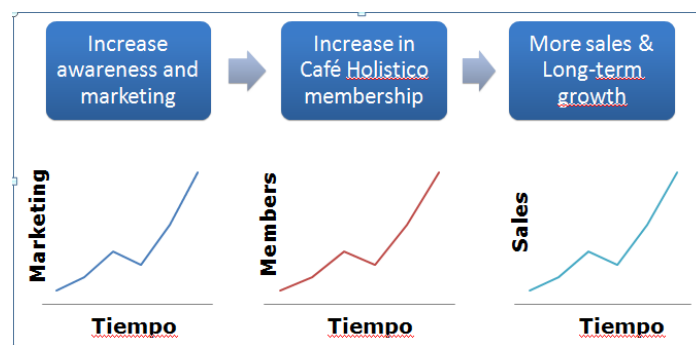
CAFÉ HOLÍSTICO STRATEGY

Goals from January – October 2016

As Zurzular transitions to the Café Holístico model, we have provided the executive board of both Caja Rural and Café Holístico short-term and long-term recommendations towards sustainability. These suggestions contain examples aimed at illustrating our points and provide guidance. Members should use them as a guide for creating their own specific plans. This strategic plan hopes to achieve:

- Increase in awareness/marketing about Caja rural
- Increase in Café Holístico membership
- Increase sales & oversee the long-term growth

These steps must be followed sequentially:



1. The first step of our recommendation involves educating people on how to join Caja rural. From our research, we've concluded that the primary reason people are not joining Caja rural is due to:
 - a. The lack of information: people simply are not aware about the benefits of Caja rural and the difference between saving vs. loans.
 - b. The lack of organization in meetings: we've gathered that problems involving meetings have hampered increased membership and efficiency.

The recommendation/advice follows:

- i. Caja rural should reduce meeting times as needed for executive members. Long and frequent meetings are counterproductive and will discourage attendance.
- ii. Meetings should be limited to once a month for members of the Caja. Currently, weekly meetings last up to two hours and deter people from wanting to join. We have provided a general Caja member meeting template that the executive members can follow as a guideline to stay organized and concise.
- iii. Caja should provide announcements at church, schools, stores to publicize the benefits of Caja rural. This will inform community members of Caja rural, leading to increased awareness.
 - a. We have made pamphlets for the community to be passed out.
 - b. Creating visual posters that encompass the benefits and membership process of Caja rural should be posted outside community stores.
- iv. We have noticed many people take out loans but do not have savings accounts. We need to reach out to these specific people by educating them on the difference

between these two procedures. During home visits, we have noticed that several community members were confused about how interest works for a loan and savings account. The following benefits must be clearly conveyed so that nonmembers can fully understand how Caja rural operates:

- a. 2% lower interest rates on loans (5% for nonmembers and 3% for members)
- b. 1% interest on savings
- c. Emergency loans if needed, up to 1000 lempiras.
- d. Safe place for savings and loan approval

Ex: If you put in 500 lempiras in your account, Caja rural would be able to match you with 100 lempiras after 1 year as a reward for membership.

*** Numbers can vary based on community bank. Within the year they will develop a relationship with the Caja plus a guaranteed membership with the Caja.

2. Our second recommendation is to provide incentives to increase Café Holístico membership.

- i. The first step is to incentivize nonmembers with member-exclusive benefits
 - a. Café Holístico benefits will be offered special discounts. Caja Rural and Café Holístico members (25) should negotiate with fertilizer provider (Fertico at Tegucigalpa) and offer a better price to community Café Holístico members, rather than members continuing to go to coyotes, etc. for fertilizer. One sack of fertilizer currently sells for 550 lempiras per sack (100 lbs). For example, if Café Holístico members receive special offers to buy fertilizer at 500 lempiras, a 50 Lempira discount, then people will be more likely to join for this benefit.

- ii. An additional benefit to be recognized is the increase in net profit for Café Holístico members. Any coffee grower would want to sell as the highest price possible. Since Café Holístico pays a fair price, above the price middle men currently pay, then coffee growers just need to know about the price difference in order to want to join. From research, we have gathered data on the difference in prices:

Profit comparison: Selling to coyotes vs. Café Holístico on average.

Type	Amount	Total Price for Sale	Price per Pound	Main Vendor
<u>Humedo</u>	240 pounds	1600 L	6.67 L/lb	Coyotes
Seco	120 pounds	2040 L	17 L/lb	Beneficio Santa Rosa & Molinas Honduras
Cherry	Depends on demand	Depends on amount	22 L/lb	Café <u>Holístico</u>

- iii. A third benefit of joining Café Holístico program is the reduction in the coffee production time. Eventually the pulping and drying processes will be taken over by the machines, which means that growers only need to deliver coffee in the “cherry stage”. The new technology would be able to efficiently process the coffee after that point. They will be able to focus more time on their crops.

- iv. Lastly, another advantage of the Café Holístico system is the standardization in coffee processing. This standardization will lead to less room for error, which will in turn lead to a higher quality of coffee. Higher quality of coffee can be sold at a higher price.

Potential Issues to Consider Long Term: Post – Transition Oct 2016

1. The transition of new machinery into the Café Holístico system will bring several changes that members must learn to adapt to. We have brought up several areas that need to be addressed in order for this transition to occur smoothly. New machines will provide an increase in production; however, members must be prepared to maintain a steady growth.
 - i. The new machinery will be located at a fixed location, where the coffee processing will happen. Therefore, raw coffee must arrive at this location by sellers. Café Holístico must coordinate a transportation system in order to move the coffee.
 - ii. With investments, Café Holístico will have a new truck which it can use to plan pick up times around the community. They should work out a schedule with set pick up times at certain locations. This would standardize the pick up process. Members would drop-off their coffee at planned location in town 2-3 week, ex: T and Th. These scheduled pick up times would be posted at the store, church, etc. It is imperative that all parties agree on the decision. Café Holístico must clearly convey this information to sellers.
2. The second suggestion is that members must be on top of management and maintenance of machines. This section is also covered in the management section.
 - i. Café Holístico should keep record of maintenance in a log to ensure maintenance will take place on time.
 - ii. Proper upkeep of machinery will ensure a longer lifetime so members can use the machine for more production.
 - iii. Café Holístico meetings must also be adjusted to be more efficient. As mentioned in the first section, long and frequent meetings tend to prevent members from joining. We have found that Caja Rural and Café Holístico combine their meetings into one. With the assisted research from the management system, we will explain our suggestions to the Café Holístico meeting structure.
 - a. The biggest takeaway of this section is the separation of Caja Rural and Café Holístico meetings. As Café Holístico expands, members who are not part of Caja Rural will join. If the two organizations have combined meetings, then it would be unnecessary for people who are exclusively Café Holístico members to meet for the purpose of Caja Rural.
 - b. The executive board has a meeting once a month, where other members do not have to attend.
 - c. Meetings are mandatory for executives and optional for Café Holístico to come and voice their opinion. Strongly advised to come, but this should not be forced.
 - d. Café Holístico executive board will receive benefits for contributing their time and work. This will take the form of an annual stipend.
 - e. Again, refer to the meeting agenda as a guideline.

3. As demand increases, Café Holístico must be able to understand the changes in demand of students with Café Holístico in the United States. Overproduction will be costly and can hinder the potential growth.
- i. Currently demand information is going to be relayed from GB Business to Café Holístico in Zurzular. Through effective communication with Global Brigades, Café Holístico will be able to come up with a precise estimate of projected demand.
- ii. Keeping track of demand will allow Café Holístico to understand expected production.

Ex: Treasurer could keep track of GB demand information in a spreadsheet document. Members can use this data to get a more accurate estimate.

Additional Considerations

This last section includes additional considerations that should be implemented.

1. First of all, Café Holístico should plan for changes in demand by finding new channels to sell their coffee to. Right now, their only customer is students part of Global Brigades. But this single source of revenue can be diversified by expanding into other markets.
 - i. They should sell outside to local stores such as the ones in Cantarranas
 - a. Selling in these small local stores will bypass the necessity of obtaining a selling permit
 - b. We have collected contact information from store owners in the town interested in selling coffee from Zurzular. Café Holístico should provide samples of the coffee to store owners in order to get them to put Café Holístico coffee on their shelves. We should expect moderate demand from local stores. Although Café Holístico coffee can dominate the niche market of high-quality coffee, local customers are not used to splurging on quality coffee.
 - ii. There is also the potential to partner with other US distributors that would put on shelves in US stores. This would be a huge gain for Café Holístico and greatly expand their customer base. Café Holístico must obtain FDA approval for exporting. They should discuss with coffee expert about next steps to take for that process and any other documents that must be obtained.
- iii. There is a potential market opportunity for organic coffee in the future. We see a growing demand for organic coffee.
 - a. Since this suggestion is experimental, Café Holístico should start with a small batch as a test batch.
 - b. This would create a product mix and allow Café Holístico to have more than one product.

MICROENTERPRISE: RECORD KEEPING

RECOMMENDATIONS

As our brigade met with members of the Caja, we were excited to learn about the details of the coffee-making process and the successes of the microenterprise. We were eager to gather data about their operations, but, when we asked what kind of profit they made the previous year, we were told by Manuel, the general manager, that no records were kept throughout the year. We inquired further about their record-keeping practices, but it appeared as if there were no records being kept at any stage of the coffee-making process. This lack of documentation prevented leaders from accurately sharing information with our brigade. After our work in the community this week, we worked together to come up with recommendations regarding the record-keeping practices and financial literacy of the microenterprise and the community.

Recommendations

1. Increase the financial literacy of Caja members, microenterprise members, and the community.
2. Maintain thorough and accurate records of the microenterprise.
3. Create an annual report to record and present growth and progress at the end of each year.

Increase Financial Literacy Through Educational Materials

Workshop

Our first presentation for the Caja rural members was a workshop that presented basic, but important financial concepts for them to apply in business and personal practices. We received positive feedback after our presentation.

The workshop consisted of a presentation on revenues, expenses, profits, savings, investments, and profit margin. Caja members noted that this presentation was incredibly practical. Our hope is that these concepts will be applied in the growing microenterprise. Our slides will be included.

Personal Finance Worksheet

In the community, there is a lack of understanding about basic personal finances. The community members of Zurzular do not have a thorough grasp of savings, loans, and record-keeping. This lack of knowledge hinders the members from keeping accurate track of personal finances.

As a result, we created a basic personal finance sheet that explains basic financial concepts applicable for all members. This worksheet explains profit, revenues, and expenses in one portion with simple, relatable examples that the readers can follow and learn from.

Along with these examples, our worksheet also explains savings, loans, and interest. We emphasize the importance of savings because it had previously been communicated that there was a misunderstanding between savings and loans among some community members. There were 249 recorded loans this past year, but only one active savings account.

The worksheet clarifies the definition of an interest rate and emphasize the value of holding a savings account and accruing interest over a long period of time. We created an example that shows the value of savings in comparison to taking out a loan. Our hope is to educate the members of the community who are not familiar with the services the Caja can provide for them.

Please refer to the worksheet in the Appendix titled “Personal Finance Worksheet.”

Outreach

We are putting together a pamphlet that educates members of the community about Caja rural. This pamphlet will aim to educate community members on basic finance terms and about the services of Caja rural. This pamphlet will be mailed to the Caja leadership and can be a starting point for outreach and interaction with those who are unfamiliar with the Caja.

Guidelines for “Pitching” Your Product

We also put together a few tips to help community members present their businesses and products to investors, potential buyers, and potential partners. This document consists of ten tips on how to take initiative, gain interest, sell the product, and form strong relationships with the consumer.

Please refer to the guide in the Appendix titled “Guidelines for Selling Your Product.”

Maintain Thorough and Accurate Records for Microenterprise

We noticed a very ambiguous method of record-keeping within the microenterprise. Because of a recent change in the Caja rural board members, there was a loss of information of the financial records of the cash flows of the microenterprise. The general manager, Manuel, expressed his interest in keeping accurate records in the form of spreadsheets and the generation of annual reports.

Spreadsheets and better documentation will represent a great advantage for the microenterprise and may be scaled to the operations of Café Holístico within the Caja rural.

Detailed and accurate record-keeping allows:

- The creation of deliverables to interest more investors and consumers
- The documentation of accurate records to understand profits and performance
- The identification of inefficiencies by looking at data and trends
- Transparent business practices that allow the microenterprise to easily distribute information with GB and other interested parties
- A precedent for future business expansion

Method

Our record-keeping method will involve four Excel sheets and a physical journal to create income statements.

Excel (NOTE: Documents all Separate):

1. Revenue sheet: Manuel will input the quantity, date, buyer, and coffee type for each line of the spreadsheet. The coffee type price is input by Manuel once for each type: dried beans, wet beans, ground coffee, and roasted coffee. The Excel will automatically generate the information for the profits and cash flows per transaction.
2. Expenses sheet: Manuel will input the date, seller, type of expense, and expense value for each transaction. The Excel will automatically generate the information for the profits and total cash flow.
3. Profits sheet: The profits sheet will be an income statement with no inputs. It will generate total profit, total revenue, total expenses, performance and categorized values for each different kind of expense and revenue. It will also generate visual pie charts that outline the distribution of the expenses and the distribution of the revenues both by percentage.
4. Inventory sheet: The inventory sheet will express the current inventory owned by the microenterprise. Manuel will input a date, a change in quantity, the type of coffee, and the reason for the change. He must also input the initial inventory at the beginning of the documentation. The excel sheet will automatically generate the total inventory for types of coffee. The dried and wet beans will be expressed in terms of bags, and the ground and roasted coffees will be expressed by pound.

It is suggested to generate a new template of sheets for every year. This can be simply done by copying and pasting several copies of the spreadsheet and clearing the data.

Journal: The physical journal will be utilized to record the income statements that are generated for whatever timeframe the microenterprise chooses. This timeframe will most likely be by year and will most likely align with the harvest times.

Our hope is that these record-keeping and financial literacy resources will create good habits for the business and increase the efficiency and lower the misinformation. Furthermore, we recommend that, with this spreadsheet, future GB brigades can do very detailed analytics of the compiled information to help identify improvements in the business.

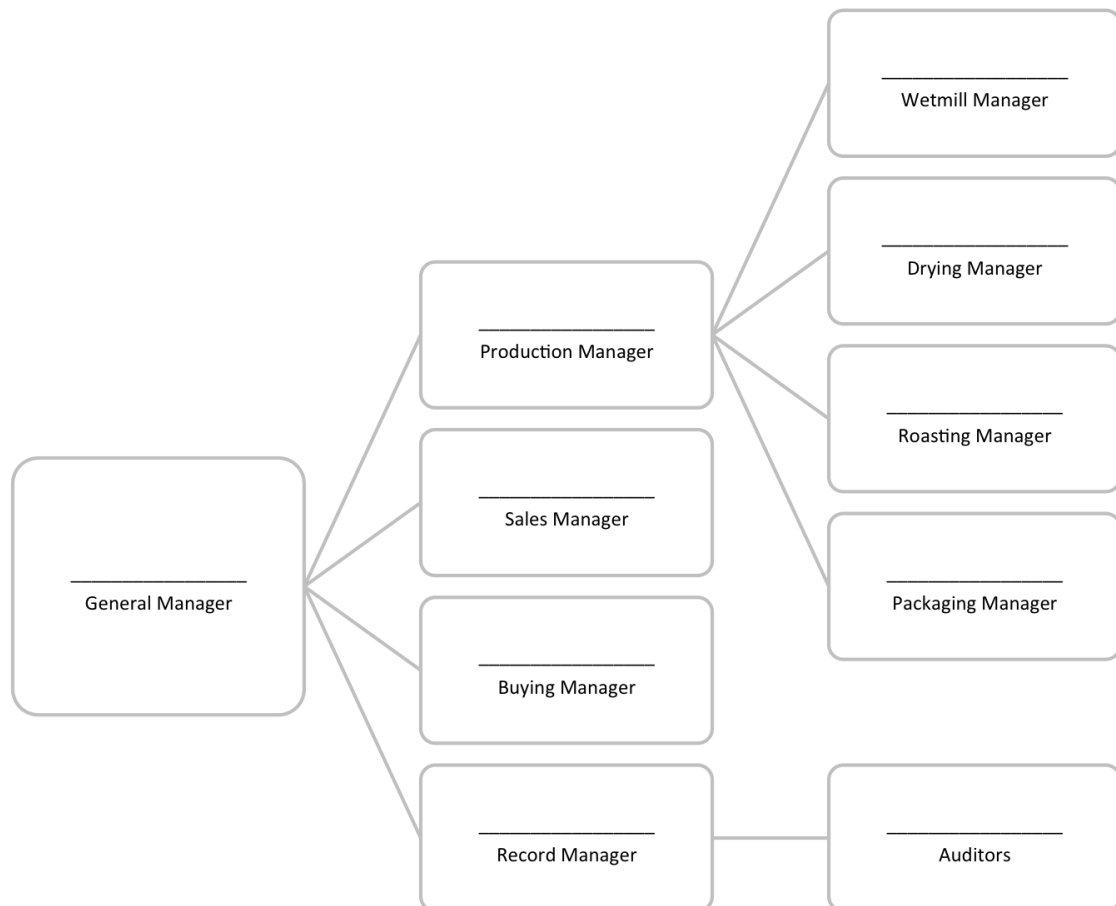
Refer to Appendix for screenshots of the Excel Spreadsheet.

Create an Annual Report

Record-keeping will allow the microenterprise to increase in its accuracy, credibility, and strategic decision-making. We recommend creating an annual report at the end of every financial year. This report would contain 1) general overview of the year 2) review of the financials for the year (ex. profits for the year) 3) large developments in the business process (ex. buying a new machine) and 4) potential plans for the upcoming year. This report could be distributed to investors, partners, community members, and Global Brigades. This allows for other entities to hold the microenterprise accountable for their promises and increases transparency.

MICROENTERPRISE: MANAGEMENT RECOMMENDATIONS

Assigning Positions and Work Schedule



Job Descriptions:

General Manager:

- Receives weekly reports from four second-level managers;
- Mediator of conflict and final decision maker;
- Main person for communication with other organizations (i.e. Global Brigades);
- Delegates new tasks

Production Manager:

- Keep record of Standards book
- Oversees all process of production
- Helps to implement work schedule
- (Records: Amount brought in by individuals)

Sales Manager:

- Find buyers (Local, Domestic and Abroad) and new markets;
- Getting proper license;
- Deals with Café Holístico
- (Records: Who sold to, How much, What price)

Buying Manager:

- Raw Goods (Fertilizer, pesticides);
- Finding best prices;
- Future could buy coffee from other community members;
- Look for new members to join the Café Holístico
- (Records: How much bought, Prices bought at)

Record Manager:

- Designated 1 of the 3 auditors;
- Gather records from the other 3 second-level managers;
- Compiles to one notebook or spreadsheet;
- Analyze results to prepare for next year;
- Report to Treasurer how much needs to be paid out at the end of pay periods.
- Auditors:
 - Help record manager with compiling documents;
 - Reviews other records for errors and discrepancies.

Third-level Manager:

- Become fully trained in their step of production to become an expert in their process;
- Keep records of best/failed practices of their process;
- Train new members
- (Record: Best/Failed practices, Training process)

Note: All Café Holístico workers including all managers will still work the same.

Microenterprise Checklist:

1. Pick positions through an election for the third-level production managers (may also reconsider existing roles based on new responsibilities).
2. Designate one of the three auditors to be the Record Manager.
3. Vote on the work schedule details:
 - a. Decide how many people are needed in each production department and assign members to a department based on skills.
 - i. Break up into multiples of three when there are 24 members of the microenterprise:
 1. Example: 9 could be in wet mill, 9 in drying, 3 in packaging, 3 in roasting.

2. Example: 6 could be in wet mill, 6 in drying, 6 in packaging, 6 in roasting.
- ii. NOTE: As microenterprise grows, people will be added evenly into the production groups and work schedules will be adjusted. Make sure that all members still get the same amount of time off.
- b. Decide how often harvesting will take place:
 - i. All microenterprise members will still be harvesting together.
 - ii. Need to agree on how many days they will be picking and not processing:
 1. Example: 2 days of the assigned work schedule for processing and then 1 for harvesting.
 2. Example: 3 days of the assigned work schedule for processing and then 2 for harvesting.
- c. Decide who will be making the calendar and schedule meetings for the microenterprise.
- d. Assign 3 auditors to keep attendance.
 - i. Assign 1 person to each subgroup. To ensure that there is someone from this department working everyday, assign 1 person from each subgroup rotation
 - ii. Example: Make the auditing department members person 2, 13, and 24.
- e. Create Attendance Policy
 - i. Example: Employees need to inform Caja if missing work so other member can fill in. Penalty of miss work is not getting day's pay.

Labor Schedule Example

Members should be divided into three subgroups for rotation (remember this is an example and numbers can be redistributed according to need or new members joining):

Wet mill Department	Drying Department	Roasting Department	Packaging Department
9 people	9 people	3 people	3 people
Persona 1 (Manager)	Persona 10 (Manager)	Persona 19 (Manager)	Persona 22 (Manager)
Persona 2	Persona 11	Persona 20	Persona 23
Persona 3	Persona 12	Persona 21	Persona 24
Persona 4	Persona 13		
Persona 5	Persona 14		
Persona 6	Persona 15		
Persona 7	Persona 16		
Persona 8	Persona 17		
Persona 9	Persona 18		

	Wet mill	Drying	Roasting	Packaging
Subgroups	1, 2, 3	10, 11, 12	19	22
	4, 5, 6	13, 14, 15	20	23
	7, 8, 9	16, 17, 18	21	24

	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8
Wet mill Department								
Working	1, 2, 3, 4, 5, 6	4, 5, 6, 7, 8, 9	Harvesting	7, 8, 9, 1, 2, 3	1, 2, 3, 4, 5, 6	Harvesting	4, 5, 6, 7, 8, 9	7, 8, 9, 1, 2, 3
Off	7, 8, 9	1, 2, 3	All work	4, 5, 6	7, 8, 9	All work	1, 2, 3	4, 5, 6
Drying Department								

Working	10, 11, 12, 13, 14, 15	13, 14, 15, 16, 17, 18	Harvesting	16, 17, 18, 10, 11, 12	10, 11, 12, 13, 14, 15	Harvesting	13, 14, 15, 16, 17, 18	16, 17, 18, 10, 11, 12
Off	16, 17, 18	10, 11, 12	All work	13, 14, 15	16, 17, 18	All work	10, 11, 12	13, 14, 15
Roasting Department								
Working	19, 20	20, 21	Harvesting	21, 19	19, 20	Harvesting	20, 21	21, 19
Off	21	19	All work	20	21	All work	19	20
Packaging Department								
Working	22, 23	23, 24	Harvesting	24, 22	22, 23	Harvesting	23, 24	24, 22
Off	24	22	All work	23	24	All work	22	23

NOTES:

- Off days are to be used for personal work, including the examples below:
 - Caja, tending to their own crops, special projects (cleaning, making other things to sell, water projects, etc.), household chores, personal Finances
 - Other (can also be a leisure day if needed)

“Tasks” to Be Completed:

Task: Managers Assume Roles

Periodic meetings of the Executive Board need to be held (General Manager, Production Manager, Buying Chief, Sales Chief, Record Keeper from the Auditing Committee, 4 Production third-level managers).

First Executive Board Meeting:

- Establish roles
- Clarify the chain of communication
- Make first work schedule

Standard Executive Board Meetings:

- Short reports from each department head
- Suggestions for improvements
- When new tasks arise, designate to a specific department
- Review letters for membership to the microenterprise to be brought to a vote
- Determine agenda for overall microenterprise meeting
- Record keeper records minutes for all meetings
- Record keeper gives a monthly report on status (also should be presented at overall meeting)
- Other needed tasks

Executive Board Meeting Structure:

- Attendance
- Updates
 - Record Keeper gives business and financial reports

- Second-level managers report progress since last meeting and committee updates are given
- Action Items
 - Each board member discusses what their goals until the next meeting
- Any additional issues/resolutions can be discussed
- Set time and date for next meeting

Task: Working with Coffee Expert

The third-level production managers meet with the coffee expert every time he visits the community. Use this experience to determine the best process for their production department to standardize (i.e. wetmill, drying, etc.).

Bring best practice to the microenterprise meeting of all members and put it up to a vote to implement it.

Task: Training of Newly Specialized Members

After members are divided into a production department at a general meeting and best practices are determined, they will need to be trained according to the newly agreed upon standards. Third-level production managers can decide how to best train (i.e. hold a workshop, follow the manager for a day with the new process, etc.).

Task: Training of New Members

New member will work with a current, specialized member to learn the microenterprise's process (shadowing).

Task: Machine Implementation

Whenever a new machine is purchased and a process is fundamentally changed, roles can be reconsidered. For example, when the wetmill machine is purchased, this department will now be operating a machine. As a result, reorganization of the teams may be needed based on abilities.

After new teams are agreed upon (which must occur before the machine arrives), these members must be present for the arrival of the machine and initial training from the machine's technicians.

Incentive Payment Structure

In order to incentivize people to work in the labor process, we recommend a labor payment plan. This plan will be in addition to the payment per sack of coffee cherries bought by Café Holístico.

There will be two ways to earn income from Café Holístico:

1. Farmers will be paid per lata they bring to Café Holístico. This is a flat rate that has been determined by the company.
2. Farmers will earn an additional 150 L per day that they work in the production of the coffee. This will be paid out on the 15th and the last day of every month (bi-monthly payment schedule).

Keeping track of labor using labor chart (Excel - printed):

At the beginning of each payment period (the 1st and the 16th), the person in charge of making the labor chart will fill out the table provided to them.

1. Fill out the month under “Mes” at the top right.
2. Fill in the names of all potential laborers for that period under “Nombre.”
3. Write where (or what process) each person will be working on for that day under the appropriate day:
 - a. M = Machina (Pulping of the cherries by the machine)
 - b. S = Saco (Drying of the beans)
 - c. T = Tostado (Roasting the beans)
 - d. E = Empaque (Grinding and packaging of the final product)
 - e. NOTE: if the person is not working that day, leave it blank
4. At the end of the pay period, count the total number of days each person worked and put that number under the “total” column corresponding with their name.
5. Report these totals to the Treasurer.
 - a. Ex. If Person A worked 10 days during the 1st-15th period, they would make (10 days) * (150 Lempiras). They would be paid 1500 Lempiras that pay period.
6. Once a person has been paid, check off under the column “Pago” corresponding to their name.
 - a. NOTE: Ideally, laborers would be paid on the 15th and the last day of the month. However, if the capital is not available to pay them, they should be paid as soon as possible or an equal percentage of their pay should be given out (all people should be given a proportionate amount). Be sure to record these activities if they occur.

COMMUNITY INVESTMENT FUND

Providing Funding for the Trilladores

- Our CIF will provide approximately 90% of the funding (27,000 lempiras or ~ \$1230).
- This requires the microenterprise to contribute the remaining cost (may vary based on prices but our contribution will remain at 27,000 lempiras).
- The additionally funding must come from the outstanding 2015 dividends before they are paid out to Caja members. This ensures that all members will pay an equal amount of the investment and will not have to pay out of their personal finances.

Providing Funding for Savings

- Out of our CIF, we will provide 14,800 lempiras to incentivize savings.
- This fund will match 50% of savings made after January 31st, 2016 through January 31st, 2017 with the following stipulations:
 - The Caja must start paying the 1% interest rate on all accounts starting on February 1st, 2016.
 - At the most, our CIF will match 500 lempiras per account (i.e. a savings contributed by the community member of 1,000 lempiras).
 - Example: If Person A puts in 750 lempiras on February 14th, 2016, they will receive 375 lempiras (as an addition to the account).
 - Any money contributed to each account through the CIF must be denoted with an asterisk (*) in order to keep track of whether or not the account has met the 500 lempira cap.
 - Any funds contributed by the CIF to the account must remain in the account for a year after the date it is deposited.
 - Example: The amount contributed above of 375 lempiras must stay in the account until February 14th, 2017.
 - 50% of what the account holder contributes must be held in the account for at least six months . The only circumstance the holder may withdraw more would be in an emergency situation as determined by the Treasurer.
 - Example Above: This account holder can withdraw 375 lempiras of their original 750 between February 15th and August 15th. After August 15th, they can withdraw the other 375 lempiras they contributed but not the 375 that the CIF put in.
 - The Treasurer must communicate these rules before anyone makes a deposit.
 - The Treasurer is also responsible for checking if the account has had any contribution from the CIF before allowing a withdrawal. He or she must do this to ensure that the account holder's contribution (not the CIF contribution) is not withdrawn before the maturation date (i.e. 50% in 6 months, 50% after the 6-month mark).
 - If there is extra funding in the CIF on January 31st, 2017, the program can be continued until funds run out. Matched funds will also be contributed on a first come, first serve basis, so if the funding runs out before January 31st, 2017, these account holders will not have their contributions matched.

- The Caja is also required to inform the community members outside of the Caja about this promotion (through posters around town and word of mouth).
- With this contribution of the 500 lempira cap, we could match about 29 accounts (if they save 1000 lempiras each to reach the cap). As most will not save this full amount, this contribution should be able to match more accounts' savings in smaller amounts.
- A community member must be at least 15 years of age to use this promotion.

Appendix A:

Personal Finances

Personal Finance Worksheet

This worksheet will explain how to keep track of your personal finances in your home.

How do you calculate profit?

Revenue – Expenses = Profit

Revenue = amount of money you make

Example: Money you earn from coffee farming, selling products, or working for a company

Expenses = amount of money you spend

Examples of expenses: money you spend on clothes, food, medicine, education, toys, etc.

Long term expense = an expense that takes multiple installments to pay off

Example: Paying off a car in installments over two years

Short term expense = An expense that can be paid off immediately

Example: Buying new work boots

Profit = amount of money left over to save or invest

Saving = Setting money aside personally or in the Caja rural for future use

Example: Putting 200 lempiras in la Caja rural

Investing = Spending money to grow your business

Example: Buying a new drying station for your coffee farm

Example:

You make 400 lps a week as the storeowner of a pulperia in your community. You spend 100 lps on food, 60 lps on medicine, and 60 lps on clothes this week. How much money can you put into your savings account at the end of the week?

400 lps (Revenue) - 220 lps (Expenses) = 180 lps (Profit)

Difference Between Savings and Loans

Savings is when you open an account at Caja rural and put money into this account. You will then GAIN 1% of your balance per month.

Loans are when you borrow money from the Caja rural and then PAY 5% interest monthly on this loan.

With *savings*, the bank is paying YOU interest on your balance monthly. With *loans*, you are paying the BANK interest on your loan monthly.

Importance of Saving

Saving your profits in Caja rural allows you to gain 1% monthly on your money. This means that by putting your money in a savings account you can earn 1% of the total account monthly.

Example with savings: You put 1000 lps in a savings account. How much money is in the account after 12 months?

After 1 st month: 1010 lps	After 7 th month: 1072 lps
After 2 nd month: 1020 lps	After 8 th month: 1083 lps
After 3 rd month: 1030 lps	After 9 th month: 1094 lps
After 4 th month: 1041 lps	After 10 th month: 1105 lps
After 5 th month: 1051 lps	After 11 th month: 1117 lps
After 6 th month: 1062 lps	After 12 th month: 1127 lps

Over 12 months, you gain 127 lps.

How much money will you gain over 10 years?

After 1 st year: 1127 lps	After 6 th year: 2047 lps
After 2 nd year: 1270 lps	After 7 th year: 2307 lps
After 3 rd year: 1431 lps	After 8 th year: 2600 lps
After 4 th year: 1612 lps	After 9 th year: 2929 lps
After 5 th year: 1817 lps	After 10 th year: 3300 lps

After ten years, you gain 2300 lps from your initial savings of 1000 lps. You can almost double your savings by keeping it in a savings account at the Caja.

Example:

After the 10th year, you want to invest in some new tools for your coffee farm. The tools cost 2000 lps. You can take the 2000 lps out of your savings account.

If you don't have any savings at the time, you can take out a loan of 2000 lps at Caja rural for 5% interest monthly.

Keeping Records

You can very easily keep track of your personal finances at home. You just need to keep track of your expenses and earnings throughout the year.

Appendix B:

Microenterprise Pitching Tips

10 Steps to Pitch Your Business

Record-keeping allows you to understand how your business is growing. With a growing business, you may have the opportunity to talk to investors, negotiate partnerships, and find new markets. The ability to “pitch” your business effectively is important to get new people involved and to sell your product to those who are not familiar with your operations. There are a few key steps and considerations when pitching your business to others.

1. Take initiative to find investors and potential partners within your own community and other surrounding communities.
2. When approaching potential consumers, introduce yourself and give a genuine introduction.
3. Explain your business and objectives and give them a brief overview of your operations.
4. Explain how your product and business is different from other products and businesses. Be sure to emphasize quality, marketability, and value. Why is your product the best?
5. Potentially offer small samples of your product to entice buyers. This will allow your future consumers to build a relationship with your product.
6. Explain how the individual could get involved in your business. If they’re a potential consumer, they may want to buy your coffee. If they’re a potential investor, explain how they can profit from investing in your business. If they’re a storeowner, describe the benefits of selling your product.
7. Be prepared to answer any questions that they may have. This may include talking about your sales, profits, and the business process. Answering questions confidently and accurately will build credibility.
8. Record any contact information that will be important to start building a relationship with this individual.
9. Give them a paper with your contact information as well. This will ensure that the relationship is two-sided.
10. Thank them for their time.

Appendix C:

Sample Income Statement

Below is an example of an income statement that tracks the amount of profit you make in a year. This income statement is a suggested format. Other revenue and expense categories can be added to the template.

Revenues	
Coffee Sales 552 sacks of coffee X 2400 lbs each sack	\$\$\$\$
Miscellaneous Revenue	\$\$\$\$
<i>Total Revenue</i>	\$\$\$\$
Expenses	
Coffee Packaging	\$\$\$\$
Labels	\$\$\$\$
Employee Training	\$\$\$\$
Labor Costs	\$\$\$\$
Fertilizer	\$\$\$\$
Transportation	
Gas Money	\$\$\$\$
Payments for coffee transport	\$\$\$\$
Fertilizer	\$\$\$\$
Seeds	\$\$\$\$
<i>Total Expenses</i>	\$\$\$\$
Profit	
Total Revenue – Total Expenses	<i>Total Profit</i> \$\$\$\$

These records are kept every accounting period. The accounting period is a year, from June 31 to July 1.

At the end of the year:

- Leftover coffee that has not been sold should be recorded as leftover inventory in the inventory book. This leftover coffee is available for sale the next accounting period.
- Total profit should be added to the already existing balance of money
- We start with a new income statement each year because income statements show the movement of money over a certain time period.

Income Statement Book: A book to keep track of revenues, expenses, and profits to create an annual report

Appendix D:

Survey

Survey Questions

Produccion de café y Ventas

- ☐ Vende Café? S N
- ☐ Como lo vende?
(Circule : HUMEDO SECO TOSTADO)
- ☐ Cuanto café vende (costales, libras)?

- ☐ A quien le vende el café?

- ☐ A cuanto vende la libra?

- ☐ Usted tiene su propia tierra para trabajar o trabaja en otras tierras?
S N
- ☐ Usted hace todo el proceso del café solo? S N

Caja Rural

- ☐ Tiene alguna relación con la Caja? S N
- ☐ Tiene algun interes en unirse a la Caja? S N
- ☐ Sabe las actividades que hace la Caja? S N
- ☐ Ha escuchado de Café Holistico? S N

Café Holistico

- ☐ Explica (Vender café directamente. Cortar coyotes. Estudiantes Americanos vendiendo café. Precio mas justo. Ingresos mas grandes)
- ☐ Si no tuviera que ser parte de la Caja estaria interesado en ser parte de este programa? S N
- ☐ Estaria interesado en producir café en grupo? S N
- ☐ Estaria interesado en venderle su café a la Caja si obtuviera un precio de venta mayor? S N

Ahorros

- ☐ Usted ahorra dinero de forma formal (CAJA)? (Si dice NO, porque?) S N
- ☐ Ha escuchado sobre la cuenta de ahorros de la Caja y los beneficios de los intereses que puede ganar? S N
- ☐ Sabe como abrir una cuenta de ahorros? S N

Appendix E:

Survey Results Summary Table

	Own Land	Coffee Process by themselves	Relationship w/ caja	Interest in joining?	Caja Activities	Café Holístico?	Interested in Café Holístico	Group Production	Sell coffee to Caja	Save money?	Savings and interest benefits	Open Savings account?
YES	19	15	12	10	10	9	17	18	20	2	14	7
NO	2	8	13	14	15	15	3	3	1	23	10	17
NA	4	3	1	2	1	2	6	5	5	1	2	2

Appendix F

EXCEL EXPLANATIONS

(Explicación en Excel)

Agregar y Modificar Prestamos

Como Agregar un Nuevo Préstamo:

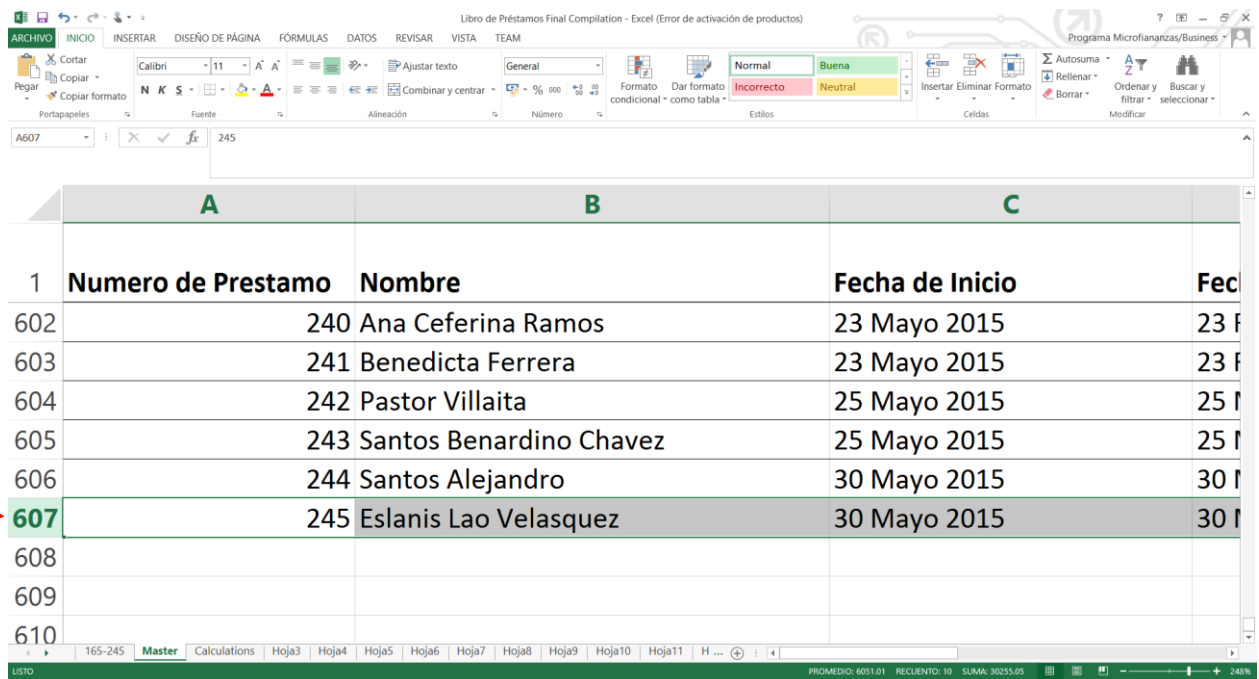
1. Add a new loan number in the column "Number of Loan" and fill in the relevant columns: "Name", "Date", "Due Date", "Interest Rate" and "Term". "Late Charge Base" will be calculated automatically. The boxes where you must add information are in yellow.

	A	B	C	D	E	F
	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo
596						
597	236	Ostilio Santos Medina	28 Abril 2015	28 Febrero 2016	5%	10 28
598	237	Victorina Quintano	7 Mayo 2015	7 Marzo 2016	5%	10 05
599	238	Novian Alexander Velaquez	10 Mayo 2015	10 Marzo 2016	3%	10 05
600	239	Henry Leonel Mairena	10 Mayo 2015	10 Julio 2015	5%	2 05
601						06
602	240	Ana Ceferina Ramos	23 Mayo 2015	23 Febrero 2015	5%	9 23
603	241	Benedicta Ferrera	23 Mayo 2015	23 Febrero 2016	5%	9 23
604	242	Pastor Villaita	25 Mayo 2015	25 Marzo 2016	5%	10 25
605	243	Santos Benardino Chavez	25 Mayo 2015	25 Marzo 2016	3%	10 25
606	244	Santos Alejandro	30 Mayo 2015	30 Marzo 2016	5%	10 30
607	245	Eslanis Lao Velasquez	30 Mayo 2015	30 Marzo 2016	5%	10 30
608						
609						
610						
611						
612						
613						

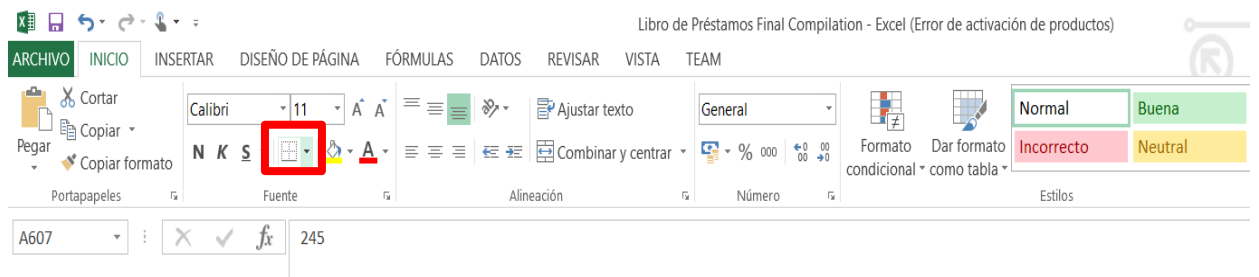
2. Add in the loan information in the right section in the list of loans for each new loan from the same account. You need to add information to the columns "dates", "Receipt No." and "Amount" to start. "Balance" will be calculated automatically, but if it does not it can be calculated by taking "Amount" minus "Payment of Capital." M - O in the spreadsheet. For example, in line 631, the equation would be "M631-O631."

F	G	H	I	J	K	L	M	N	O	P	Q	R	S
Plazo	Base de Cargo por	Fecha	Tarde	Tiempo Tarde	Tarde?	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado?	
3%	-						4500			4500	No. de pago de		
								45	1500	0		Si	
3%	2	10.6	16/2/2010				2000			2000			
			16/2/2011					120	2000	0		Si	
3%	2	7.95	5/1/2011				1500			1500	Se retiro y pago con		
			5/4/2011					90	1500		acciones los ochenta		
								80		0	son-moratoria	si	
3%	11	6.04545	22/2/2011				5000			5000			
			14/2/2012				5000	1800		0		Si	
3%	-		12/4/2012				5000			5000			
			12/11/2012				5000	1195		0		Si	
3%	6	10.8333	20/5/2011				5000			5000			
			21/11/2011					500	1000	5000			
			3/7/2012					400	2000	5000			
			7/1/2013					1800	3000	6420			
			8/9/2014					3408		4700		no	
								1668		4700			

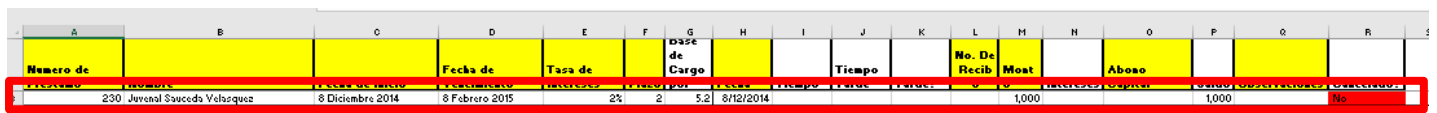
- After filling out the loan data, to add the separation between each loan, click in the left column that gives the Excel row number and then click on the option "Borders" and choose "Edge lower." It should be the first option of the available border options.



	A	B	C	
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fec
602	240	Ana Ceferina Ramos	23 Mayo 2015	23 F
603	241	Benedicta Ferrera	23 Mayo 2015	23 F
604	242	Pastor Villaita	25 Mayo 2015	25 F
605	243	Santos Benardino Chavez	25 Mayo 2015	25 F
606	244	Santos Alejandro	30 Mayo 2015	30 F
607	245	Eslanis Lao Velasquez	30 Mayo 2015	30 F
608				
609				
610				



- Once done, the loan will look like the image below. This is done for each new loan that is taken out. As loans are paid or have to be refinanced this loan will be updated, as described in the next section entitled "Editing loans / refinancing."



A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Pago	Tasa de Interés	Base de Cargo	Tiempo	No. De Recib	Monto	Abono								
230	Jeneral Saavedra Velasquez	8 Diciembre 2014	8 Febrero 2015	2%	2	5.2	8/12/2014	1000	1000	1000	No						

- To see loan comments, you must click on the observation cell to see the full text and read the contents of the cell at the top.

Libro de Préstamos Final Compilation - Excel (Error de activación de productos)

ARCHIVOINICIOINSERTARDISEÑO DE PÁGINAFÓRMULASDATOSREVISARVISTATEAM

CortarCopiarCopiar formatoPortapapeles

Calibri11A^A_S Fuente

Ajustar textoCombinar y centrarAlineación

GeneralGeneral¹₂ Número

Formato condicionalDar formato como tablaEstilos

NormalBuenaIncorrectoNeutralInsertarEliminarFormatoCeldas

AutosumaRellenarBorrarOrdenar y filtrarBuscar y seleccionarModificar

MS79: X ✓ ✕ 14/7/2015, ya pago. Se debe de actualizar el saldo

	H	I	J	K	L	M	N	
	No. De	Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado
573			10,000	10,000			Efectivo de la tarjeta	No
574			6,000			6,000		
575				1,800	4,200	1,800		No
576			4,000			4,000		No
577			1,000			1,000		Si
578			1,000	100		0		
579			1,000			1,000	14/7/2015, ya pago. Se debe de actualizar el saldo	No
580			1,000			1,000		Si
581			1,000	50		0		

165-245MasterCalculationsHoja3Hoja4Hoja5Hoja6Hoja7Hoja8Hoja9Hoja10Hoja11H...248%

- To search for a specific name in the loan document, press the "Search and select" on the top right of the homepage in Excel and choose the first option: "Search ...". Then type the name in the text cell and press ENTER.

Libro de Préstamos Final Compilation - Excel (Error de activación de productos)

ARCHIVO INICIO INSERTAR DISEÑO DE PÁGINA FÓRMULAS DATOS REVISAR VISTA TEAM

Portapapeles Fuente Alineación Número Estilos Celdas

Calibri 11 A A

N K S

Ajustar texto

General

Formato condicional como tabla

Normal Buena Incorrecto Neutral

Insertar Eliminar Formato

Σ Autosuma A Z

Ordenar y filtrar Buscar y seleccionar

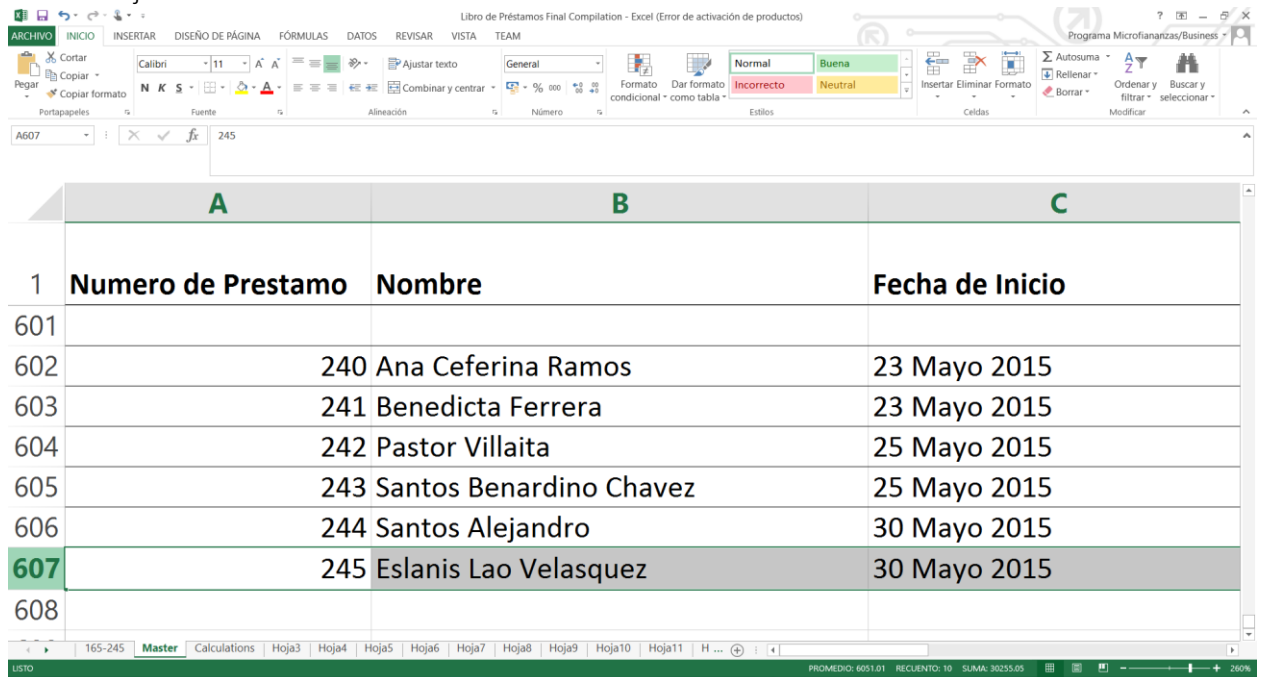
14/7/2015, ya pago. Se debe de actualizar el saldo

	H	I	J	K	L	M	N	
	No. De	Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado
573			10,000	10,000			Efectivo de la tarjeta	No
574			6,000			6,000		
575				1,800	4,200	1,800		No
576			4,000			4,000		No
577			1,000			1,000		Si
578			1,000	100		0		
579			1,000			1,000	14/7/2015, ya pago. Se debe de actualizar el saldo	No
580			1,000			1,000		Si
581			1,000	50		0		

165-245 Master Calculations Hoja3 Hoja4 Hoja5 Hoja6 Hoja7 Hoja8 Hoja9 Hoja10 Hoja11 H ... 248%

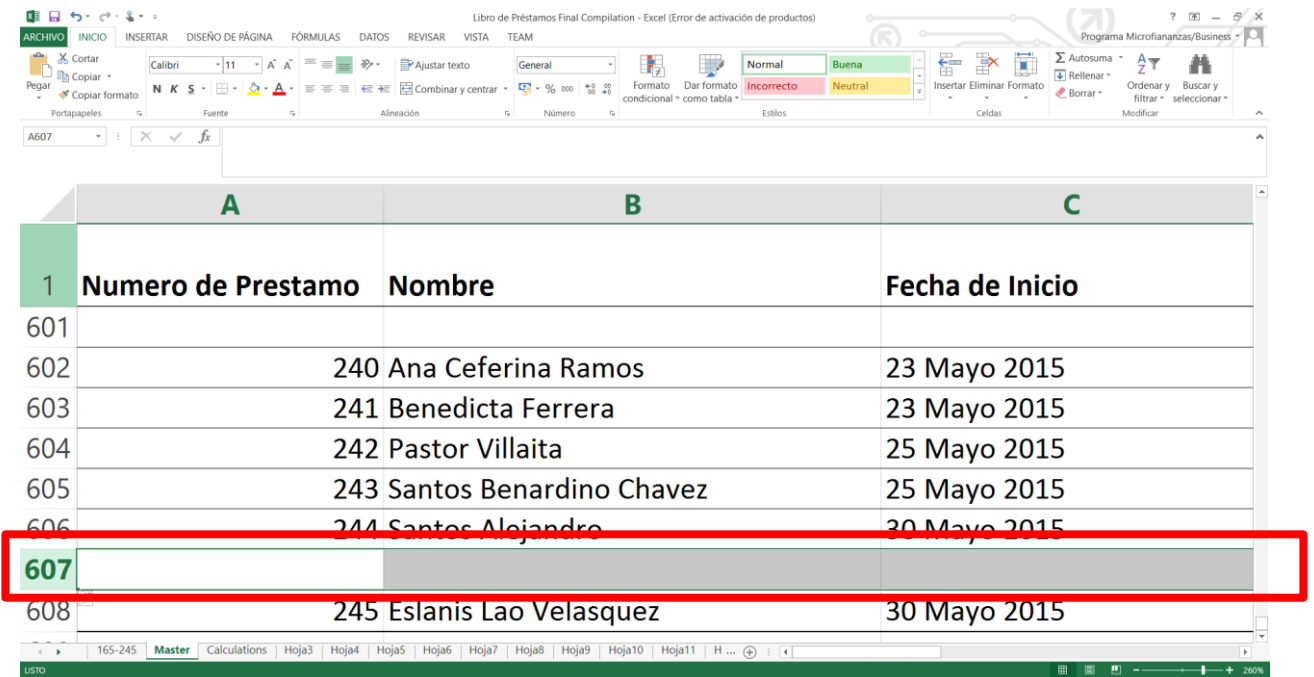
Editando Préstamos /Refinanciamiento:

1. To create a new line on an existing account, right-click on the number of the excel row below the line you want to add and press insert. Below is an example of adding a new line to the loan of Alejandro Santo.



	A	B	C
1	Numero de Prestamo	Nombre	Fecha de Inicio
601			
602		240 Ana Ceferina Ramos	23 Mayo 2015
603		241 Benedicta Ferrera	23 Mayo 2015
604		242 Pastor Villaita	25 Mayo 2015
605		243 Santos Benardino Chavez	25 Mayo 2015
606		244 Santos Alejandro	30 Mayo 2015
607		245 Eslanis Lao Velasquez	30 Mayo 2015
608			

2. Right-click on the line 607 and press insert. A new line, which allows you to modify a loan that has already been created will appear. This is used whenever you want to update an existing loan or need to refinance.



	A	B	C
1	Numero de Prestamo	Nombre	Fecha de Inicio
601			
602		240 Ana Ceferina Ramos	23 Mayo 2015
603		241 Benedicta Ferrera	23 Mayo 2015
604		242 Pastor Villaita	25 Mayo 2015
605		243 Santos Benardino Chavez	25 Mayo 2015
606		244 Santos Alejandro	30 Mayo 2015
607			
608		245 Eslanis Lao Velasquez	30 Mayo 2015

- We will need to update the loan that we created to show the loan's interest payments and the loans repayments. Since this new line is part of the same loan above, there is no need to repeat any of the information on the left. As below, this space will just remain blank.

	A	B	C	D	E	F	G	H	I	J
	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por	Fecha	Tiempo	Tier Tar.
8	230	Juvenal Saucedo Velasquez	8 Diciembre 2014	8 Febrero 2015	2%	2	5.2	8/12/2014		
9	231	Maria de los Santos Guzman	23 Diciembre 2014	23 Junio 2015	3%	6	3.3333	23/12/2014		
10	232	Enry Leonel Salgado	23 Diciembre 2014	23 Junio 2015	5%	6	8.6667	23/12/2014		
11								23/02/2015		
12								30/03/2015		
13	233	Santos Israel Martinez	30 Diciembre 2014	30 Febrero 2015	2%	2	5.2	#####		
14								6/25/2015	5.83	
15	234	Claudia Xiomara	17 Enero 2015	17 Julio 2015		6	16.667	17/01/2015		
16	235	Maria de los Santo Enriquez	23 Enero 2015	23 Marzo 2015	2%	2	5.2	23/01/2015		
17								3/4/2015		
18	236	Ostilio Santos Medina	28 Abril 2015	28 Febrero 2016	5%	10	22.5	28/04/2015		
19	237	Victorina Quintano	7 Mayo 2015	7 Marzo 2016	5%	10	15	7/5/2015		
20	238	Novian Alexander Velasquez	10 Mayo 2015	10 Marzo 2016	3%	10	13	10/1/2015		
21	239	Henry Leonel Mairana	10 Mayo 2015	10 Julio 2015	5%	2	82.5	5/1/2015		
22								6/1/2015	1.07	
23								8/1/2015	3.07	
24								8/1/2015	3.20	
25	240	Ana Ceferina Ramos	23 Mayo 2015	23 Febrero 2015	5%	3	8.0556	23/0/2015		
26	241	Benedicta Ferrera	23 Mayo 2015	23 Febrero 2016	5%	3	13.333	23/05/2015		
27	242	Pastor Villalta	25 Mayo 2015	25 Marzo 2016	5%	10	7.5	25/05/2015		
28	243	Santos Bernardino Chavez	25 Mayo 2015	25 Marzo 2016	3%	10	3.1	25/05/2015		
29	244	Santos Alejandro	30 Mayo 2015	30 Marzo 2016	5%	10	15	30/05/2015		
30										
31										
32										
33										
34										
35										
36										
37										

- To the right of the line we will need to make changes for each new time something happens with the loan. As you can see in the picture below, new rows must be made for each new date. This is just like what is done in the current, physical caja "Libro de Prestamos" only now it's done in excel.

D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Fecha	Tasa de Intereses	Plazo	Base de Cargo por	Fecha	Tiempo	Tiempo Tarde	Tarde?	No. De Recibo	Mont o	Intereses	Abono Capital	Saldo	Observaciones	Cancelado?
o 2015	2%	2	5.2	8/12/2014					1,000			1,000		No
2015	3%	6	3.3333	23/12/2014					2,000			2,000	Refirmado. Actualic	No
2015	5%	6	8.6667	23/12/2014					4,000			4,000		Si
				23/02/2015						400		4,000		
				30/03/2015					4,000	200		0		
ro 2015	2%	2	5.2	#####					1,000			1,000		Si
				6/25/2015	5.83				1,000	40		0		
o 2015		6	16.667	17/01/2015					10000			10000		no
o 2015	2%	2	5.2	23/01/2015					1000			1000		no
				3/4/2015					1,000	40		0		si
ro 2016	5%	10	22.5	28/04/2015					15000			15000		no
2016	5%	10	15	7/5/2015					10000			10000		no
2016	3%	10	15	7/5/2015					10000			10000		no
2015	5%	2	82	5/10/2015					15000			15000		no
				6/12/2015	1.07	0.00	No Tarde		15000	750		0		si
				8/12/2015	3.07	1.07	Tarde							
				8/16/2015	3.20	0.13	Tarde							
ro 2015	5%	3	8.055	23/05/2015					12000			12000		no
ro 2016	5%	3	13.333	23/05/2015					5000			5000		no
2016	5%	10	7.5	25/05/2015					7000			7000		no
2016	3%	10	3.1	25/05/2015					10000			10000		no
o 2016	5%	10	15	30/05/2015										

- These next steps use a lot of formulas to automatically calculate interest. These formulas look very difficult and complicated, but they really are not. Follow these instructions and after a few uses these formulas will become very natural and easy.

6. After adding a row following the above steps, it is necessary to set the date for the new account activity. Again, new dates are added as was done before in the physical books. New dates could be added for things like someone who pays off part of their loan or someone who pays interest on their loan. In the following example you can see a new date, June 12, 2015 has been added. Be sure to write in the new date below the other date in the column headed "Date". The "Amount" column should be calculated automatically, but if it isn't, it's just the same as the cell of the "Balance" column on the top row. For example in the photo below the cell must be equal to 1000 because in the top row, column balance (P) value is 1000.

F	G	H	I	J	K	L	M	N	O	P	Q
Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	Tarde?	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones
%	2	5.2	12/30/2014				1,000			1,000	
		6/25/2015	5.83				1,000	40		0	
	6	16.66667	17/01/2015				10000			10000	
%	2	5.2	29/01/2015				1000			1000	
		3/4/2015					1,000	40		0	
%	10	22.5	28/04/2015				15000			15000	
%	10	15	7/5/2015				10000			10000	
%	10	13	10/5/2015				10000			10000	
%	2	5	10/5/2015				1000			1000	
		12/6/2015					1000			1000	
%	9	8.05556	23/05/2015				5000			5000	
%	19.33333	23/05/2015					12000			12000	
%	10	7.5	25/05/2015				5000			5000	
%	10	9.1	25/05/2015				7000			7000	
%	10	15	30/05/2015				10000			10000	


7. Now, to see if the loan is late we have to calculate the time between days in the two columns: "Time" (which indicates the total time the loan was extended) and "Late Time" (indicating the time the loan is late).

G	H	I	J	K	L	M
Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses
5.2	12/30/2014				1,000	
	6/25/2015	5.83			1,000	40
16.66667	17/01/2015				10000	
5.2	29/01/2015				1000	
	3/4/2015				1,000	40
22.5	28/04/2015				15000	
15	7/5/2015				10000	
13	10/5/2015				10000	
5.5	10/5/2015				1000	
	12/6/2015				1000	
8.05556	23/05/2015				5000	
19.33333	23/05/2015				12000	
7.5	25/05/2015				5000	
9.1	25/05/2015				7000	

8. The first line of loan is already finished so there is no need to add anything to any of the cells in this row. This means you will start adding these functions only starting with the second line. This is because the first line gives the start date, and these other lines give intermediary and end dates from which we can calculate duration.
9. Start in the "Tiempo" column with the function " $= \text{DAYS360}$ ". Each second row added in a loan, you will have to fill, but then can be calculated automatically for all subsequent rows in the same loan. Copy the corresponding equation in the "function" tab. The record will show which parts of the equation must be replaced, highlighting the words in red. As you can see in the record shows this: $\text{DAYS360}(\$H\$[\text{First Row Number}], H[\text{number of current row}]) / 30$.

	A	B	C
1	Columna	Función	
2	Tiempo	$\text{DIAS360}(\$H\$[\text{Primero Número de Fila}], H[\text{número de fila actual}]) / 30$	
3			
4			
5			
6			
7			
8			
9			
10			

10. In the example below, you would this function in the cell I632.



1632		✕ ✓ fx		$\text{DIAS360}(\$H\$[\text{Primero Número de Fila}], H[\text{número de fila actual}]) / 30$								
	A	B	C	D	E	F	G	H	I	J	K	L
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto
623	233	Santos Is	30 Diciem	30 Febrer	2%	2	5.2	12/30/2014				1,0
624								6/25/2015	5.83			1,0
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015				100
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015				100
627								3/4/2015				1,0
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015				150
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015				100
630	238	Novian Al	10 Mayo 2	10 Marzo	3%	10	13	10/5/2015				100
631	239	Henry Lec	10 Mayo 2	10 Julio 2	5%	2	5.5	10/5/2015				100
632								12/6/2015	$\text{DAYS360}(\$H\$[\text{Primero Número de Fila}], H[\text{número de fila actual}]) / 30$			100
633	240	Ana Cefer	23 Mayo 2	23 Febrer	5%	9	8.055556	23/05/2015				500

11. Everything written in black including the \$ and H will stay, so only replace the red letters. For example, to use the equation below take "[First Row number]" and replace it with what you're asking for. Given that the first row of this loan is number 631, add 631 in place of the text in red. The equation now looks like this: DIAS360 (\$ H \$ 631, H [number of current row]) / 30.

	A	B	C	D	E	F	G	H	I	J
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde
623	233	Santos Is	30 Diciem	30 Febrer	2%	2	5.2	12/30/2014		
624								6/25/2015	5.83	
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015		
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015		
627								3/4/2015		
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015		
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015		
630	238	Novian Al	10 Mayo 2	10 Marzo	3%	10	13	10/5/2015		
631	239	Henry Lec	10 Mayo 2	10 Julio 2	5%	2	5.5	10/5/2015		
632								12/6/2015		
633	240	Ana Cefer	23 Mayo 2	23 Febrer	5%	9	8.055556	23/05/2015		
634	241	Benedicta	23 Mayo 2	23 Febrer	5%	9	19.33333	23/05/2015		

12. Now replace the other red text in this equation with what you're asking. Replace "[actual row number]" with the number of the current row. As you can see in the following example this number is 632. The equation now looks like this: DAYS360 (\$ H \$ 631, H632) / 30. You will notice that the second number is always one row below that of the first function.

	A	B	C	D	E	F	G	H	I	J
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde
623	233	Santos Is	30 Diciem	30 Febrer	2%	2	5.2	12/30/2014		
624								6/25/2015	5.83	
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015		
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015		
627								3/4/2015		
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015		
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015		
630	238	Novian Al	10 Mayo 2	10 Marzo	3%	10	13	10/5/2015		
631	239	Henry Lec	10 Mayo 2	10 Julio 2	5%	2	5.5	10/5/2015		
632								12/6/2015		
633	240	Ana Cefer	23 Mayo 2	23 Febrer	5%	9	8.055556	23/05/2015		
634	241	Benedicta	23 Mayo 2	23 Febrer	5%	9	19.33333	23/05/2015		

13. Now add an equal sign (=) in front of the equation for it to work. You should be given a real number as it did here. In the example here we are given 1.07. This is the exact number of months that have passed between the start of the loan and the payment.

	A	B	C	D	E	F	G	H	I	J
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde
623	233	Santos Is	30 Diciem	30 Febrer	2%	2	5.2	12/30/2014		
624								6/25/2015	5.83	
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015		
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015		
627								3/4/2015		
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015		
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015		
630	238	Novian Al	10 Mayo 2	10 Marzo	3%	10	13	10/5/2015		
631	239	Henry Lec	10 Mayo 2	10 Julio 2	5%	2	5.5	10/5/2015		
632								12/6/2015	1.07	

14. Now, let's do the same for the column "Tiempo Tarde."

15. In the sheet "Function", take the equation in the column "Tiempo Tarde" and use it the same way you used the other equation. There are more red words to replace, but as you will see many of them are the same and all are the same numbers as the numbers used in the previous column.

	A	B
1	Columna	Función
2	Tiempo	DIAGNOSE([Primer Número de Fila],I[número de fila actual])/20
3	Tiempo Tarde	SI([I[número de fila actual]-\$F\$[Primer Número de Fila]>0,I[número de fila actual]-\$F\$[Primer Número de Fila],0)-J[Primer Número de Fila]
4		
5		
6		
7		
8		

20. Once successfully completed, the following example function looks like this: " $=O631 * \$E\$631 * (DAYS360(H631, H632) / 30) + (\$G\$631 * J632)$." This right amount of accrued interest on this loan would be 53.33.

	H	I	J	K	L	M	N	
or	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Sal
.2	12/30/2014				1,000			
	6/25/2015	5.83			1,000	40		
57	17/01/2015				10000			
.2	29/01/2015				1000			
	3/4/2015				1,000	40		
.5	28/04/2015				15000			
15	7/5/2015				10000			
13	10/5/2015				10000			
.5	10/5/2015				1000			
	12/6/2015	1.07	0		1000	53.33		
6	23/05/2015				5000			
33	23/05/2015				12000			
.5	25/05/2015				5000			
.1	25/05/2015				7000			
15	30/05/2015				10000			

21. Those are all the formulas that are needed for this loan. If the person with the loan pays on the loan, put the amount they have paid in the "Abono Capital" and the "Saldo" column should adjust automatically. Here the person with the loan paid down the loan by 100 lempiras, so its "Saldo" column is set to be only 900 lempiras because $1000 - 100 = 900$.

F	G	H	I	J	K	L	M	N	O	P
Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones
2	5.2	12/30/2014				1,000			1,000	
		6/25/2015	5.83			1,000	40		0	
6	16.66667	17/01/2015				10000			10000	
2	5.2	29/01/2015				1000			1000	
		3/4/2015				1,000	40		0	
10	22.5	28/04/2015				15000			15000	
10	15	7/5/2015				10000			10000	
10	13	10/5/2015				10000			10000	
2	5.5	10/5/2015				1000			1000	
		12/6/2015	1.07	0		1000	53.33	100	900	
9	8.055556	23/05/2015				5000			5000	
6	16.66667	23/05/2015				12000			12000	

22. Finally, you can now add new rows to this loan without having to put new formulas again. To add more details to this loan, simply create a new row as you would to create a new loan. Remember right click on the row below and click "Insert".

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado?
623	233	Santos Is	30 Diciem	30 Febrer	2%	2	5.2	12/30/2014				1,000			1,000		Si
624								6/25/2015	5.83			1,000	40		0		
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015				10000			10000		no
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015				1000			1000		
627								3/4/2015				1,000	40		0		Si
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015				15000			15000		no
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015				10000			10000		no
630	238	Novian Al	10 Mayo	10 Marzo	3%	10	13	10/5/2015				10000			10000		no
631	239	Henry Lec	10 Mayo	10 Julio 2	5%	2	5.5	10/5/2015				1000			1000		
632								12/6/2015	1.07	0		1000	53.33	100	900		
633	240	Ana Cefer	23 Mayo	23 Febrer	5%	9	8.055556	23/05/2015				5000			5000		Si
634	241	Benedict	23 Mayo	23 Febrer	5%	9	19.33333	23/05/2015				12000			12000		no
635	242	Pastor Vil	25 Mayo	25 Marzo	5%	10	7.5	25/05/2015				5000			5000		no
636	243	Santos Be	25 Mayo	25 Marzo	3%	10	9.1	25/05/2015				7000			7000		no
637	244	Santos Al	30 Mayo	30 Marzo	5%	10	15	30/05/2015				10000			10000		no
638																	

23. Once the new row appears, add the new date and use the mouse to drag the functions of the previous row down. The cells in this new row are automatically calculated for the new date. Be sure to do this for "tiempo", "Tarde Tiempo", "Monto", "Intereses", "Saldo".

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1	Numero de Prestamo	Nombre	Fecha de Inicio	Fecha de Vencimiento	Tasa de Intereses	Plazo	Base de Cargo por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Obs
625	234	Claudia X	17 Enero	17 Julio 2015		6	16.66667	17/01/2015				10000			10000	
626	235	Maria de	29 Enero	29 Marzo	2%	2	5.2	29/01/2015				1000			1000	
627								3/4/2015				1,000	40		0	
628	236	Ostilio Sa	28 Abril 2	28 Febrer	5%	10	22.5	28/04/2015				15000			15000	
629	237	Victorina	7 Mayo 20	7 Marco 2	5%	10	15	7/5/2015				10000			10000	
630	238	Novian Al	10 Mayo	10 Marzo	3%	10	13	10/5/2015				10000			10000	
631	239	Henry Lec	10 Mayo	10 Julio 2	5%	2	5.5	10/5/2015				1000			1000	
632								12/6/2015	1.07	0		1000	53.33	100	900	
633								12/8/2015	3.07	1.066667		900	95.87		900	
634	240	Ana Cefer	23 Mayo	23 Febrer	5%	9	8.055556	23/05/2015				5000			5000	
635	241	Benedict	23 Mayo	23 Febrer	5%	9	19.33333	23/05/2015				12000			12000	

24. You must keep adding lines until the loan is repaid. For example, you can see below the loan is paid off because "Balance" = 0. Be sure to write in the "Monto" column the amount that has not yet been paid off, so the calculation can work. Also when someone pays off a loan, be sure to write this amount they've paid off (whether it's the full amount of the loan or not) in the "Abono Capital" column.

	G	H	I	J	K	L	M	N	O	P	Q
1	Base de Carga por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado?
625	16.66667	17/01/2015				10000			10000		no
626	5.2	29/01/2015				1000			1000		
627		3/4/2015				1,000	40		0		si
628	22.5	28/04/2015				15000			15000		no
629	15	7/5/2015				10000			10000		no
630	13	10/5/2015				10000			10000		no
631	5.5	10/5/2015				1000			1000		
632		12/6/2015	1.07	0		1000	53.33	100	900		
633		12/8/2015	3.07	1.066667		900	95.87		900		
634		16/8/2015	3.20	0.133333		900	6.73	900	0		si
635	8.055556	23/05/2015				5000			5000		si
636	19.33333	23/05/2015				12000			12000		no

25. Once the loan is paid write "si" in the "Cancelado?" column. This will automatically turn green if the loan is paid off. However, if a loan is not paid write "no." This will turn red automatically.

	G	H	I	J	K	L	M	N	O	P	Q
1	Base de Carga por Demora	Fecha	Tiempo	Tiempo Tarde	No. De Recibo	Monto	Intereses	Abono Capital	Saldo	Observaciones	Cancelado?
625	16.66667	17/01/2015				10000			10000		no
626	5.2	29/01/2015				1000			1000		
627		3/4/2015				1,000	40		0		si
628	22.5	28/04/2015				15000			15000		no
629	15	7/5/2015				10000			10000		no
630	13	10/5/2015				10000			10000		no
631	5.5	10/5/2015				1000			1000		
632		12/6/2015	1.07	0		1000	53.33	100	900		
633		12/8/2015	3.07	1.066667		900	95.87		900		
634		16/8/2015	3.20	0.133333		900	6.73	900	0		si
635	8.055556	23/05/2015				5000			5000		si
636	19.33333	23/05/2015				12000			12000		no

26. If you need to refinance a loan or if you have too many problems with the functions, it may be easier to just record the information without new functions. Just record this information as you would in the old cash books. You'd calculate the interest separate and just manually type it into the Excel document.

1. Para el período se está calculando los pagos para, poner los ingresos totales de la caja en el "Ingresos de la Caja" caja C2.

2. También tomar el total de todos los gastos de este período y lo puso en la caja C3 "Gastos".

45 | Page

3. Las ganancias serán automáticamente calculadas en la hoja de las “Ganancias de la Caja” restando los gastos de los ingresos totales de la Caja.

A	B	C
	Ingresos de la Caja (Interes Total Ganado)	L. 250,661
	Gastos	L. 11,192
	Ganancias (Ingresos - Gastos)	L. 239,469
	10% Fondo Social	L. 23,947
	10% Reserva Legal	L. 23,947
	30% Capitalizacion	L. 71,841
	50% Dividendos	L. 119,735

Ingresos de la Caja | Cargo por Membresia | Utilidades Pagadas | +

4. Las ganancias serán automáticamente divididas entre el fondo social (10%), la reserva legal (10%), capitalización (30%) y los dividendos/ utilidades (50%).

A	B	C
	Ingresos de la Caja (Interes Total Ganado)	L. 250,661
	Gastos	L. 11,192
	Ganancias (Ingresos - Gastos)	L. 239,469
	10% Fondo Social	L. 23,947
	10% Reserva Legal	L. 23,947
	30% Capitalizacion	L. 71,841
	50% Dividendos	L. 119,735

Ingresos de la Caja | Cargo por Membresia | Utilidades Pagadas | +

- En la hoja de “Cargos de Membresía”, colocar la cantidad total en “Costo por mes del Accionista A”.

	A	B	C	D	E	F
1						
2						C
3						
4				Accionista A Costo por mes:	L. 100	
5				Accionista B Costo por mes:	L. 1,200	
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						

- Esto automáticamente calculara el “Pago total anual ”para el accionista A,B y C.

Cargo por Membresia		
Pago de Accionista A	Pago de Accionista B	Pago de Accionista C
L. 1,200	L. 600	L. 300

- Escribir el monto total de acciones que se han pagado en la columna de “Acciones por Socio” para cada uno.

	A	B	C	D	E	F
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						

10. El porcentaje pagado será automáticamente calculado en la columna de “porcentaje pagado”. Esto es calculado dividiendo la cantidad de accionistas que pagaron entre la cantidad de accionistas que debieron de pagar según el tipo de accionista.

[illegible]

11. Ir a la hoja de las “Utilidades Pagadas”: Luego ir a la columna de “Porcentajes pagados” y a la del “Tipo de Accionista”, la columna se actualizara automáticamente.

	E			H	I
1	Dividends Paid				
2					
3					
4					Total Potential Dividend
5					L 119,734.50
6					
7					
8	Percentage Paid	Shareholder Type	Member Value		
9	221%	A	1.00		
10	138%	A	1.00		
11	188%	A	1.00		
12	238%	A	1.00		
13	196%	A	1.00		
14	238%	A	1.00		
15	238%	A	1.00		
16	229%	A	1.00		
17	238%	A	1.00		
18	188%	A	1.00		
19	163%	A	1.00		
20	238%	A	1.00		
21	238%	A	1.00		
22	238%	A	1.00		
23	188%	A	1.00		
24	188%	A	1.00		
25	88%	A	1.00		
26	238%	A	1.00		
27	238%	A	1.00		
28	238%	A	1.00		
29	188%	A	1.00		
30	238%	A	1.00		
31	238%	B	0.50		
32	238%	C	0.25		
33					
	Caja Earnings	Caja Expenses	Membership Dues	Dividends Paid	

12. El valor de membresía será calculado dando 1 al accionista A, .50 para el B y .25 para el C. Todo esto se hace de forma automática.

Tipo de Accionista Valor por miembro	
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
A	1.00
B	0.50
C	0.25

13. El número de accionistas será calculado sumando todos los valores de los miembros en la columna de "Valores de miembros".

Utilidades Pagadas			
# de Accionistas		23.75	
Shareholder Name	Porcentaje a Pagar	Tipo de Accionista	Valor por m
1 Francisco	100%	A	
2 Eliazar	100%	A	
3 Don Juan	100%	A	

14. "El potencial total de utilidades/dividendos" será automáticamente tomado de la primera hoja ("Ganancias de Caja")

04

	C	D	E	F	G	H	I	J	K	L
1										
2										
3										
4										
5	# of Shareholders	23.75					Total Potential Dividend L.	Potential Shareholder A Dividend L.	Potential Shareholder B Dividend L.	Potential Shareholder C Dividend L.
6							119,734.45	5,041.45	2,520.73	1,260.37
7	Shareholder Name	Percentage Paid	Shareholder Type	Member Value						
8	1 Francisca	221%	A	1.00			L. 11,133.21			
9	2 Eliazar	138%	A	1.00			L. 6,932.00			
10	3 Don Juan	188%	A	1.00			L. 9,452.72			
11	4 Jose Trinidad	188%	A	1.00			L. 9,452.72			
12	5 Mirian Suyaoa	238%	A	1.00			L. 11,973.45			

Dividends Paid		Total Potential Dividend		Potential Shareholder A Dividend	Potential Shareholder B Dividend	Potential Shareholder C Dividend		
# of Shareholders	23.75	L.	119,734.50	L. 5,000.45	L.	2,520.73	L.	1,260.37
Shareholder Name	Percentage Paid	Shareholder Type	Member Value	Actual Dividend Paid				
1 Francisca	221%	A	1.00	L.	11,133.21			
2 Eliazar	138%	A	1.00	L.	6,932.00			
3 Don Juan	188%	A	1.00	L.	9,452.72			
4 Jose Trinidad	188%	A	1.00	L.	9,452.72			
5 Mirian Suyaoa	238%	A	1.00	L.	11,973.45			

[illegible]

18. En la parte baja de la pantalla en la esquina derecha estará la cantidad de utilidades totales pagadas.

New Shareholder Book - Excel (Error de activación de productos)

ARCHIVO INICIO INSERTAR DISEÑO DE PÁGINA FÓRMULAS DATOS REVISAR VISTA TEAM

Portapapeles Cortar Copiar Copiar formato Fuente Alineación Número Formato condicional Dar formato como tabla Estilos Celdas Autosuma Rellenar Ordenar y filtrar Buscar y seleccionar Modificar

Normal Buena Incorrecto Neutral

Programa Microfinanzas/Business

J5 =15/D5

# of Shareholders	Shareholder Name	Percentage Paid	Shareholder Type	Member Value	Total Potential Dividend	Potential Shareholder A Dividend	Potential Shareholder B Dividend	Potential Shareholder C Dividend
23.75					L. 119,734.50	L. 5,041.45	L. 2,520.73	L. 1,280.36
1	Francisco	221%	A	1.00		L. 11,133.21		
2	Eliazar	138%	A	1.00		L. 6,932.00		
3	Don Juan	188%	A	1.00		L. 9,452.72		
4	Jose Trinidad	188%	A	1.00		L. 9,452.72		
5	Miriam Suyaoa	238%	A	1.00		L. 11,973.45		
6	Melvin	196%	A	1.00		L. 9,872.84		
7	Henry	238%	A	1.00		L. 11,973.45		
8	Israel	238%	A	1.00		L. 11,973.45		
9	Luis	229%	A	1.00		L. 11,553.33		
10	Santos Lagos	238%	A	1.00		L. 11,973.45		
11	Irma	188%	A	1.00		L. 9,452.72		
12	Gerardo	163%	A	1.00		L. 8,192.36		
13	Francisco Medina	238%	A	1.00		L. 11,973.45		
14	Matha Edith Velaquez	238%	A	1.00		L. 11,973.45		
15	Martha Emilia	238%	A	1.00		L. 11,973.45		
16	Leonardo	188%	A	1.00		L. 9,452.72		
17	Juvenal	188%	A	1.00		L. 9,452.72		
18	Isidoro	88%	A	1.00		L. 4,411.27		
19	Julio Martinez	238%	A	1.00		L. 11,973.45		
20	Santos Chavez	238%	A	1.00		L. 11,973.45		
21	Antonio	238%	A	1.00		L. 11,973.45		
22	Maria de los Santos	188%	A	1.00		L. 9,452.72		
23	Aida Margarita	238%	A	1.00		L. 11,973.45		
24	Shareholder B	238%	B	0.50		L. 5,986.73		
25	Shareholder C	238%	C	0.25		L. 2,993.36		

L. 249,499.39

Caja Earnings Caja Expenses Membership Dues Dividends Paid

LISTO