

**UGANDA MARTYRS UNIVERSITY FARM; A DEVELOPING CENTER FOR LEARNING, PRODUCTION
AND EXTENSION**



FARM REPORT 2020-2021

“The success of a given farm is never measured on the basis of the success of one enterprise on the same farm but on the success of the contribution from all other enterprises on the farm unit”

Presented to ACALISE on 30 /06/2021

Disclaimer; **This report has not covered the academic part of its operations**

1.0 INTRODUCTION

This report covers Farm stocks that comprise biological assets, farm labor and machinery, a summary financial report and a summary of the general status of the farm. The main purpose for which this valuation was done is clearly stated under section 1 of this report.

2.0 INSTRUCTIONS

The farm is under instruction from the management of the university under the auspices of the office of the Deputy vice chancelor in charge of Finance and administration for the farm opinion of the status of the farm stocks in order to brief the governing council on the progress performance

2.1 PURPOSE OF REPORT

- a) The report captures the present status of the Farm performance in terms of stock with respect to ACALISE, new equipment and facilities procured, challenges and designed solutions.
- b) To relate income and expenditure and assess whether the farm is self-reliant and generating some revenue for support of other Project expenditures.

The results of this report are essential for

- i) Facilitating farm production.
- ii) The preparation of the financial statements especially the budget and audit
- iii) Guiding ACALISE in proper decision making for development of the farming enterprise.
- iv) Facilitate training on the improvement for farm business enterprise management.

2.2 DATE OF THE REPORT

The effective date for Report is 01 July 2021.

3.0 IMPORTANT NOTE

In order to determine which method or combination of methods applies to the subject properties; cognizance is taken of the fact that the **farm stocks** are raised in a **mediocre farm production system** where the products may not necessarily match the market price outside the area. The farm development is still based

on income capitalization method. Income capitalization is used because the stocks we are currently dealing with are expected to contribute to income over a long period of time. The short term investment currently includes rearing of croiler birds.

4.0 LIVESTOCK RECONCILIATION SUMMARY.

In the valuation report dated 02/02/2021¹, to management, the livestock census as was at 31st December, 2020 was determined, and subsequently its value indicated. The numbers of 2020 are now the opening stock for this report and are indicated in the table below on the second column.

LIVESTOCK RECONCILIATION SHEET						
	Opening stock numbers (2020)	Add purchases	Add births	Less sales	Less deaths	Closing stock numbers (2021)
a) Ankole dams	10	-	-	-	-	10
b) Ankole heifers	02	-	-	-	-	03
c) Ankole calves Females	01	-	02	-	0 1	01
d) Males	06	-	05	-	01	04
e) Ankole castrates	06	-	-	02	-	09
f) Ankole sires	01	-	-	-	-	01
Sub total	26	-	07	02	02	28
a) Sahiwal Dams	-	-	-	-	-	-
b) Sahiwal heifers	-	09	-	-	01	08
c) Sahiwal calves females	-	-	03	-	-	03
d) Calves males	-	-	01	-	-	01
e) Sahiwal castrates	-	-	-	-	-	-
f) Sahiwal sires	-	-	-	-	-	-
Subtotal		09				12
a) Sows	17	-	-	-	-	28
b) Gilts	03	-	-	-	-	15
c) Boars	03	-	-	-	-	06
d) Piglets males	38	-	-	-	-	49
e) females	73	-	-	-	-	55
Subtotal²	134	-	248	168	38	153

¹ This report was shared with the centre head

² The pigs are so mixed now that at the time of writing this report, the young ones have not been separated.

f) Croiler chickens	-	-	-	-	-	-
g) Croiler chicken Batch A	-	430		173	49	208
h) Croiler chicken Batch B	-	414		141	89	184
i) Croiler chicken Batch C	-	422		04	65	353
Sub Total		1,266		318	203	745

N.B; the total number of cattle for ACALISE equals 40, the total swine for both farm and ACALISE, equals 153, and the available chicken are 745. The farm has more births and very low deaths. As much as possible we avoid sales in a bid to raise the requisite number of animals to match the required carrying capacity.

5.0 COMPREHENSIVE SUMMARY OF THE FARM STATUS

This summary captures the different activities, their historical time frame, and the source funding where possible. I have provided remarks to emphasize the status of the activities and/or expand on the explanation.

The areas that are deficient have been italicized and typed in blue.

DESCRIPTION	ACTIVITY	
PERIOD		PADDOCK AND PASTURE IMPROVEMENT
April-December, 2018	ACREAGE	REMARKS
Pasture improvement and fodder establishment (85 acres) and demonstration of livestock forage preservation		
i) Introduction and establishment of <i>Chloris gayana</i> pasture species	12.7 acres	The pasture was harvested bailed and has been used to feed animals
ii) Improvement and establishment of <i>Brachiaria mulato</i> swards	4.95 acres	The pasture is under grazing
iii) Introduction into pasture <i>Centroschema</i> seeds	57.65 acres	The grass-legume mixture is under grazing.
iv) Introduction and establishment of <i>lablab</i> and <i>mucuna</i> legume pasture species	12.5 acres	The legumes were ensiled and fed to animals
v) Maize production for silage making	10.5 acres	The maize was ensiled and fed to the animals.

October 2018- May, 2019	NUMBER	STOCKING AND RESTOCKING ACTIVITIES
i) 28 TH October 2018, Purchase, introduction and conservation of Ankole Long Horn heifers ii) 28 TH October 2018, Purchase, introduction and conservation of Ankole Long Horn dams iii) 28 TH October 2018, Purchase, introduction and conservation of Ankole Long Horn sire	8 2 1	The ten cows have multiplied the herd to 28 herd of cattle. (See table 1). The total number of cattle on the farm is now 40 for ACALISE and 25 for the farm. Note that 65 animals are far too small for the carrying capacity of the farm
Purchase of breeding gilts (May, 2019) i) Introduction of breeding gilts into the piggery unit ii) Introduction of breeding boars into the piggery iii) Number of pigs originally found in the sty	7 3 48	The stock has multiplied to the existing 74 pigs. The boars are still functional and helpful. (See table 1), the total number of swine is 153, this number is bigger compared to the capacity of the sty. The original plan of ACALISE project was to expand on this piggery but this is yet to be worked on
		INFRASTRUCTURE DEVELOPMENT
i) Perimeter fencing and internal paddocking for cattle section and establishment of a biosecurity fence for piggery unit	Approximately 105 acres. The 105 acres were to be done in the first phase of ACALISE project	85.5 acres were fenced including a chain link for bio security at the piggery. This means, 443.5 acres on the dairy section, 21 acres in kalagala, and 6 acres at Kasiane are not fenced
ii) Construction and reticulation of water troughs	13 trough exist in the paddocks. ACALISE constructed an extra trough hence 14 water troughs.	Plumbing was not done even on the newly constructed trough. The other 13 troughs need critical repair in order for them to be fully functional. Animals do not get access to enough water as they graze
iii) Piggery unit repairs	1 unit mini repair	Water not reticulated hence some installed structures are not functional yet. The nozzle drinkers are getting spoiled
Up to date		PROVISION OF LABOR FOR FARM MAINTENANCE AND PRODUCTION
i) Funds to pay casual for casual labour of up to 35 people is	7-8 persons per month are paid for by ACALISE	The total monetary figure for the 7-8 persons can be obtained from the ACALISE accountant

	generated from the proceeds of the farm.		
ii)	Drugs and chemicals are bought from the farm account. The ACALISE gives a good Contribution to farm animal drugs only		The total monetary figure for ACALISE support can be obtained from the accountant and/or procurement officer
iii)	The feeds are bought from the farm account. ACALISE gives a good Contribution to pig feeds, and entirely the chicken feeds		The total monetary figure for ACALISE support can be obtained from the accountant and/or procurement officer
August 2020- March 3, 2021		Number	IMPROVEMENT OF MECHANIZATION AND OTHER DEVELOPMENTS
i)	Renovation of the poultry houses (December)	12 compartments with capacity of 20,000 birds	This was renovated by the ACALISE; The monetary figures for this activity can be obtained from KVC team who are the partners in ACALISE implementation.
ii)	Stocking with multipurpose Croiler chicken (batch one)	430 birds (see table 1)	The birds are laying, and the monetary figure spent on the birds can be obtained from KVC as above.
iii)	Stocking with multipurpose croiler chicken (Batch two)	414 birds (see table 1)	The birds are laying, and the monetary figure spent on the birds can be obtained from KVC
iv)	Stocking with multipurpose croiler chicken (Batch three)	422 (see table 1)	The birds are 4 months old, and the total, and growing steadily.
On the mechanization side,			
v)	Purchase of the tractor by ACALISE	1	The monetary figure is obtainable from the procurement officer. The machine is in a good working condition
vi)	Purchase of the trailer by ACALISE	1	The monetary figure is obtainable from the procurement officer. The implement collapsed upon loading with manure, and the details of its current status are with the procurement officer
vii)	Purchase of trailed disc harrow, by ACALISE	1	The monetary figure is obtainable from the procurement officer. The is in a good working condition
viii)	Purchase of a four disc, disc-plough, by ACALISE	1	The monetary figure is obtainable from the procurement officer. The implement is in good working condition

ix)	Purchase of hay bailer, by ACALISE	1	The monetary figure is obtainable from the procurement officer. The implement has not been put the field because of some of the missing parts pending delivery from the supplier
x)	Purchase of the planter and fertilizer applicator, by ACALISE	1	The monetary figure is obtainable from the procurement officer. The implement is good mechanical condition but it also misses special nuts and bolts to start operating.
xi)	Repair of the farm water bowsers (charity)	2	The facilities is functional and ready to begin delivering water to the troughs
xii)	Construction of machinery shed by ACALISE	1	Completed and operational
xiii)	The old tractor	1	In bad shape and being continuously vandalized. It should be revitalized in order to relieve pressure on the new tractor

6.0 SUMMARY OF THE FINANCIAL STATUS OF THE FARM

We have made efforts to understand the financial operations of the farm. It is not an easy task. In the past until today, the farm has had a very ambitious budget. Together with the farm cashier, we committed to streamline the financial management of the farm and specifically deal with budgeting issues. However;

- 1) The sources to fund the farm budget are not always clear
- 2) There are projects which work with farm including ACALISE, but their budgets are not harmonized
- 3) The farm management has no control over the farm budget

Below is an extract of the statement prepared by the university farm cashier. This extract is an isolation for the items sold and the expenses incurred from March (Easter period) to the time of writing this report.

UGANDA MARTYRS UNIVERSITY, UNIVERSITY FARM ACALISE SALES, INCOME AND , EXPENDITURE , APRIL AND MAY 2021			
INCOME		EXPENDITURE	
DETAILS	AMOUNT	DETAILS	AMOUNT
Chicken	7,125,000.00	Drugs and veterinary services	406,000.00
Beef	2,970,000.00	Tools and Equipment	179,500.00
Pork	872,000.00	Fuel	20,000.00
		Hired labour	250,000.00
TOTAL INCOME	10,967,000.00	TOTAL EXPENDITURE	855,500.00
DEBTS			
ITEM	AMOUNT		
Beef	1,293,000.00		
Chicken	165,000.00		
Total Debtors	1,458,000.00		
Less bad debt written off	(20,000.00)		
Total Outstanding Debtors	1,438,000.00		

Notes;

- a) The KVC looked after the birds from January to Mid-March, for batches, 1 and 2, (see table 1), that stop suddenly resulted into the expenses. We decided to separate the male birds from the female birds. The males were put on the market, while the females were re oriented to lay eggs. The expense on tools and equipment catered for this change as we had to make lay boxes and extra feed troughs since we were separating the birds. This was also the cause for the expense on labour
- b) The above expenses were immediate

- c) The debtor is mainly the university. The LPOs for beef especially were supplied to us by the procurement officer.
- d) The bad debt is for a university staff who was terminated, and went with the money.
- e) The accountant needs to check and reconcile our records with the bank balance as far as the above sales are concerned.

For the rest of the animals, I strongly discourage disposal because we are still operating under low capacity. There is great hope to increase the income base as we continue to minimize expenses. The above expenses and incomes have their supporting documents which are accessible as by and when required by the relevant office for correction and verification

7.0 PROJECTION OF GENERAL LIVESTOCK VALUE

VALUATION AS AT 1st JANUARY, 2021 (refer to the report dated, 02/02/2021), from where the summary table below was extracted. As at 31st December, 2020, the total number of animals³ had a total value of **131,120,000 for** animals determined by income on capitalization and cost of replacement method, there was a visible increase in the value of animals due increasing market demand for the animal products but also increased number of animals. The estimated value as at 1st of January 2021 was **213,980,000, (see table below)**

³ The total includes the cross breed cattle which have not been included in table 1 in this report.

SUMMARY TABLE FOR COMPARISON OF FARM VALUE FOR BIOLOGICAL ASSETS

	2020	2021	2020	2021	2020	2021
Cattle	NO		COST		TOTAL	
CALVES	15	17	550,000	600,000	8,250,000	10,200,000
HEIFERS	9	13	3,000,000	3,000,000	27,000,000	39,000,000
COWS	16	20	2,800,000	4,500,000	44,800,000	90,000,000
CASTRATES	8	6	1,400,000	1,400,000	11,200,000	8,400,000
BULLS	1	3	3,500,000	2,400,000	3,500,000	7,200,000
TOTAL	49	59			95,020,000	154,800,000
Pigs						
SOW	17	20	700,000	700,000	11,900,000	14,000,000
BOERS	3	3	2,000,000	3,000,000	6,000,000	9,000,000
GUILTS	3	2	400,000	400,000	1,200,000	800,000
PIGLETS	65	42	120,000	120,000	7,800,000	5,040,000
W. CASTRATES	3	-	200,000	-	600,000	-
WEANERS MALES	6	3	200,000	500,000	1,200,000	1,500,000
W.FEMALES	37	13	200,000	500,000	7,400,000	21,000,000
TOTAL	134	83			36,100,000	51,340,000
Chicken	00	980			00	7,840,000
GRAND TOTALS					131,120,000	213,980,000

Our projection is that the farm value in the same area will grow by about 82, 860,000 to a total of **296,756,000**,

8.0 SWOT ANALYSIS

8.1 Strengths

- a) **Increasing number of fact animals which is gradually improving the value of the farm**
- b) The available workforce at the farm totals to 30 staff where 5 are on full time and 20 on casual labor basis. The farm covers the costs of 18 casual laborers, ACALISE for 7 casual laborers, and the university pays for 5 on full term basis.
- c) Crop production potential is high given the availability of land, and the recent acquisition of machinery
- d) There are huge chunks of land that can be used for stocking and crop production.

- e) We have entered into partnerships locally, to have parts of the farm that had gone to waste to be reclaimed

8.2 Weakness

- i) Income capitalization is still low for the university farm.
- ii) The low number of biological assets, increases the cost of production.
- iii) Valuation exercise need a neutral person.
- iv) The farm spends most of its income on purchase of feeds for animals and payment of casual labour
- v) The prices are very low for all products from the farm, yet inputs are expensive.
- vi) The predetermined prices are NOT PAID in time by the University for the Supplies made.

8.3 Opportunities

- i) The farm acquired the tractor through ACALISE, and the farm staff are yet to know who will authorize its use.
- ii) The debtors for the farm owe the farm more than the farm creditors. Once the debtors pay, the farm finance capitalization will improve.
- iii) The farm has other machines (grain millers, motorcycles, tractors etc.) which when repaired will improve the productivity of the farm.
- iv) The farm is slowly achieving a surplus between expenditure and income.
- v) Through the ACALISE, all the poultry structures have been renovated but ACALISE will not stock all of them. Therefore, there is an opportunity for other departments to stock birds.
- vi) We launched into feed production to reduce on the coast of feeds for animals. Over 15 acres of maize were cultivated for this purpose

8.4 Threats

- The views of the top management of the farm and those of ACALISE are diverging from the objectives of the project. The top management is demanding for sales of the animals especially, while the farm management is insisting on multiplication of the available animals and addition of more animals to match the carrying capacity of the farm
- The teaching element of the farm project is the least thought about.
- There is tiring rumor mongering and some members acting on hearsay and false information
- There is evident loss of zeal from farm staff

9.0 WAY FORWARD FOR IMPROVEMENT

1. Increase the stocking of the farm to improve the value and reduce costs of production
2. Produce 80% of the feeds fed to animals and 98% of the food consumed by workers
3. Strengthen the record keeping and the financial management of the farm
4. Do independent farm valuation especially for the crop section in order to plan for improvement
5. Have an opening balance in order to understand the trends of the farm as far as financial performance is concerned
6. Revamp the arm structures such as machinery (irrigation pumps, tractor, trailer etc) these can be hired to bring money
7. Reticulate water around farm structures especially the piggery to improve the productivity.
8. Mechanize production for timely productivity.

10.0 CONCLUSION

In conclusion, farm planning and management take both the formal and informal pathways. Farming in particular is a forward looking business that in itself has become complex, hence the need for a more tactical planning. Our farm management approach has had many gaps, with many stakeholders looking at extracting

resources that do not actually exist. Some members of the neighborhood family are more of a spy network than a team aimed at improving the performance of the farm. Nonetheless, this won't be the reason why attempts should not be made to apply what is available in terms of thinking capacity and physical resources. I strongly recommend that we look at quantities produced animated by the values that guide the production process

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