

PROJECT DESCRIPTION**Forward Ever Capacity Building****Ghana****I. Introduction**

This appendix describes the activities to be undertaken and the results to be achieved with the funds obligated under this Agreement. Nothing in this Appendix A shall be construed as amending any of the definitions, conditions, or terms of the Agreement.

II. Background

Forward Ever Youth Co-operative Vegetable Marketing Society Ltd. (Forward Ever) is a registered co-operative society based in the Volta Region of Ghana that produces and markets fresh vegetables. Forward Ever would like to take advantage of increased local and international demand for fresh vegetables; however, insufficient training in farming practices, weak internal management capability, inadequate financial management systems, lack of working capital, and low marketing capability prevent the company from capitalizing on the market demand.

III. Funding**A. ADF Contribution**

The financial plan for ADF's contribution is set forth in Appendix A-1 to this Agreement. The Parties may make changes to the financial plan without formal amendment, if such changes are made in accordance with Article 8 of the Agreement and do not cause ADF's contribution to exceed the obligated amount specified in Article 4, section 4.1 of the Agreement.

B. Grantee Contribution

Forward Ever will contribute land and labor.

IV. Project Goal

The goal of the Forward Ever Project is to improve the standard of living of farmers in the Volta Region of Ghana.

V. Project Purpose

The purpose of the Project is to improve Forward Ever's prospects for sustained expansion as demonstrated by the development of a comprehensive five-year business plan that ADF deems suitable for funding by a donor or other financial institution.

VI. Project Outputs

By the end of the Project period, Forward Ever will achieve the following.

- A. Improved technical capacities as demonstrated by the value of raw material purchases from farmers increasing from GHS 21,851 in the Project's base year to:
 - 1. GHS 42,000 in Year 1; and
 - 2. GHS 51,000 in Year 2.

- B. Improved management and operating systems capacity as demonstrated by:
 - 1. improved business systems and accounting systems are implemented and Forward Ever is certified as compliant with ADF financial and reporting requirements; and
 - 2. management uses financial and accounting reports and audited yearly account reports in its decision making.

VII. Project Activities

Forward Ever will ensure the following major activities are implemented.

- A. Improve the management and institutional capability of Forward Ever by:
 - 1. preparing a comprehensive business plan;
 - 2. developing market linkages;
 - 3. training the chairman in global marketing management;
 - 4. refurbishing the office and acquiring additional office equipment that will increase the organization's accessibility to the farmers and potential buyers; and
 - 5. establishing a more professional leadership core by recruiting and paying association staff.

- B. Institute improved financial and operating procedures by:
1. hiring an accountant to manage the financial accounting system and handle the finances of the association; and
 2. developing accounting processes and roles specifically tailored to the operations of Forward Ever and documenting them in a financial manual.
- C. Improve production systems by:
1. purchasing irrigation equipment;
 2. purchasing organic manure to cultivate farmland;
 3. connecting electricity to the new farms so that irrigation facilities that require electric power can be used;
 4. improving product quality by obtaining organic certification;
 5. improving product quality by obtaining global gap certification;
 6. training farmers in organic vegetable farming; and
 7. training internal control team in best agronomic and internal control practices.

VIII. Roles and Responsibilities of the Parties

ADF's Partners in Ghana will provide the standard ADF training in bookkeeping, monitoring and assessment. Forward Ever is responsible for ensuring the proper management and implementation of the grant. The ADF Partners in Ghana will provide Forward Ever with technical and management assistance during implementation.

IX. Monitoring and Evaluation

Within sixty days of the effective date of this Agreement, the Grantee, working with the ADF Partners, will form a monitoring and assessment committee composed of a representative cross-section of the Grantee's organization. The committee will provide the Partners input for the Project monitoring plan. In addition, during implementation, the committee will have responsibility for ensuring that the Project follows the implementation plan, and that problems identified through monitoring and evaluation are properly addressed in a timely manner.