

**PROJECT DESCRIPTION****Gbalin Women Capacity Building Project****Liberia****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**

Gbalin Women Multipurpose Development Cooperative Society, Ltd. ("GWMDCS" or "the Cooperative") consists of fifteen low-income women heads of households who produce vegetables for sale in markets in Monrovia. Members were displaced from their homes in northeast Liberia during the civil strife in Liberia, and were resettled on 75 acres of land purchased for them near Kpor Town, just outside of Monrovia, after the war. The high demand for vegetables and specialty crops such as fresh and dried pepper in Monrovia is currently satisfied primarily by imports from nearby countries, since local production and marketing systems are inadequate to provide reliable supplies. GWMDCS faces a lack of a permanent source of water for irrigation during the dry season, insufficient knowledge of modern production and processing techniques, insufficient equipment, and weak business and financial management skills that prevent it from taking advantage of the demand in these markets.

**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**

GWMDCS will contribute the labor of its members, 75 acres of land, and its used irrigation and production equipment to the Project.

**IV. Project Goal**

The goal of this Project is to improve the standard of living of low-income vegetable producers in Montserrado County of Liberia.

**V. Project Purpose**

The purpose of the Project is to improve GWMDCS' prospects for sustained growth and expansion through the development of a comprehensive five-year business plan that ADF deems suitable for funding by a donor or other financial institution.

**VI. Outputs**

- A. Improved financial management capacity as evidenced by the following:
  - 1. GWMDCS produces financial reports from financial and accounting systems that include monthly income and expense statements, consolidated quarterly and annual statements, as well as adequate financial controls, accounting procedures, policies, and systems that will be capable of being audited by an independent accounting or audit firm; and
  - 2. GWMDCS' management team routinely utilizes financial documents produced during the Project, such as quarterly bank reconciliations, budget expenditures, and profit and loss statements, in making financial and management decisions for the Cooperative.
- B. Improved management capacity as evidenced by a functioning and active management committee that meets at least monthly to assess management implementation progress, addresses implementation constraints necessary to move the organization forward, and convenes the Annual General Meeting to update members on GWMDCS' on-going activities.
- C. Improved technical and marketing capacity as evidenced by increased vegetable sales from \$7,680 to \$16,111 in Year 1 and \$24,168 in Year 2.

**VII. Activities**

- A. Production and Marketing Improvement Activities
  - 1. The Cooperative will hire an agronomy consultant to conduct training, establish an annual production plan, and provide follow-up monitoring on chemical and fertilizer application, prohibited chemicals, soil and water conservation, irrigation/water management, compost preparation/

application, pump operation and maintenance, production techniques, and post-harvest treatment. The consultant will be hired by month four of Project year one.

2. The agronomy consultant will establish demonstration plots which will be used to provide practical demonstrations of improved vegetable production and best practices, including specialty crops and out-season production techniques, for adoption on members' individual plots. The consultant will update the annual production plan quarterly based on experience and changes in market conditions. The demonstration plots will be established by month five of Project year one.
3. GWMDCS will hire a firm specialized in water supply systems to conduct an assessment for the siting of wells, construct five (5) concrete-lined large diameter wells, and place five (5) 1,500 gallon capacity polytanks for water storage and distribution. ~~SOPCS~~ <sup>GWMDCS</sup> will hire the firm by month five of Project year one.
4. GWMDCS will establish supply contracts with women selling vegetables in the main Monrovia markets and establish a process that will provide feedback to the farm on the general trend of the market regarding supply, demand, quality, preferences, pricing, and scheduling to inform its own production planning. The Cooperative will also open a market stall in one of the main Monrovia markets to serve as its primary outlet for deliveries and sales.

#### B. Management and Accounting Improvement Activities

1. GWMDCS will hire a management consultant to work with the Cooperative's Board of Directors and management team to develop a comprehensive five-year business plan detailing opportunities for further expansion and sustained profitability of the Cooperative. The consultant will be hired by month nine of Project year one and the business plan will be developed by month three of Project year two. The business plan will include:
  - a. document lessons learned from Project year one, particularly in the implementation of improved production techniques;
  - b. determine the most cost-effective ways of producing and marketing the Cooperative's products and services;
  - c. explore options for additional income generation activities for the Cooperative;

- d. explore options for expanding Cooperative membership and/or providing benefits to non-members;
  - e. review current marketing practices, market trends, and associated risks, and update the Cooperative's strategy for marketing the its products; and
  - f. develop indicators that track benefits to members and the community.
2. GWMDCS will hire an accounting consultant to work closely with the Cooperative's Board of Directors and management team to develop and operate appropriate financial accounting procedures, policies, and systems. The accounting consultant will document these in a financial systems manual, including a comprehensive set of organizational policies, procedures, and internal controls. The consultant will mentor and provide training to the secretary, the management team, and the Board of Directors to develop their financial skills and provide training in financial principles. The accounting consultant will be hired by month three of Project year one.
  3. GWMDCS will hire technical assistance provider(s) to train GWMDCS members, the management team, and the Board of Directors in business principles, monitoring and evaluation techniques, group dynamics, organizational development, and business entrepreneurship. The technical assistance provider(s) will be hired by month four of Project year one.

### VIII. Roles and Responsibilities of the Parties

The members and management of GWMDCS are responsible for the management and the proper implementation of the Project. ADF's Partner in Liberia will provide training in the areas of standard ADF bookkeeping, monitoring, and assessment. The Partner will also provide technical assistance and management assistance during implementation.

### IX. Monitoring and Evaluation

ADF's Partner in Liberia will closely monitor the activities of GWMDCS to ensure proper reporting, adherence to the Project implementation plan by the Cooperative, and progress towards the achievement of Project objectives. The Partner will continuously assess risks and take remedial actions as needed. Monitoring by the Partner will be an important aspect of the on-going coaching and advisory service. The Partner will review the Cooperative's quarterly reports to ADF, and will submit comments and observations to the management of GWMDCS as part of the on-going performance assessment.