

PROJECT DESCRIPTION**Mwari Women Rice Capacity Building Project****Nigeria****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

Mwari Women Multipurpose Cooperative Society (MWMCS) is a cooperative society wholly owned by a group of small-scale low-income rice producers located at Mwari village in Bogoro Local Government Area of Bauchi State, in the northern part of Nigeria. The Cooperative's members cultivate rice on individual plots and collectively on a 12 hectare farm. MWMCS processes members' rice for sale as seed and milled table rice. There is an unmet market demand for domestic rice, which has led to considerable imports. However, MWMCS has been unable to seize this market opportunity due to weak management capacity, weak financial management and accounting structures, weak technical production capacity, and inefficient production equipment.

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

MWMCS will contribute the labor of its members and up to Nigerian Naira (NGN) 510,000 to finance the lease of land and part of operating costs at the processing and milling facility.

IV. Project Goal

The goal of this project is to improve the standard of living of low-income rice producers in the northern Nigerian State of Bauchi.

V. Project Purpose

The purpose of the project is to improve MWMCS' prospects for sustained expansion as evidenced by 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 management capacity as evidenced by an active board of directors meets quarterly to assess management progress and address implementation constraints necessary to move the organization forward, and convenes the Annual General Meeting (AGM) in accordance with its Constitution to update members on MWMCS' on-going activities.
- B. Improved financial management capacity as evidenced by:
 1. MWMCS produces financial statements that include monthly income, balance sheet and cash flow statements, consolidated quarterly and annual statements, adequate financial controls, accounting procedures, policies, and systems that meet international audit standards; and
 2. the management team routinely utilizes financial documents produced during the Project, such as quarterly bank reconciliations, budget expenditures, profit and loss statements, balance sheets, and cash flow statements in making financial and management decisions for the Cooperative.
- C. Improved technical capacity as evidenced by MWMCS receives at least two letters of intent to purchase rice from two major wholesalers or retail outlets.

VII. Activities

- A. Management and Accounting Improvement Activities
 1. MWMCS will hire an experienced accountant to manage its finances. The accountant will work with a technical assistance provider to train MWMCS members, the board of trustees, and the management team on the use of financial procedures. The training will result in a manual of

- procedures that establishes internal controls and documents accounting policies by the end of month six of the Project, with the intent to receive ADF financial certification by the end of the Project. The accountant will operate the Cooperative's financial systems and will advise the management and board on the financial status of the organization. A member of the Cooperative will work closely with the accountant in order to acquire the skills to take over the position at the end of the Project.
2. A technical assistance consultant will train MWMCS members, the board of trustees and the management team in monitoring and evaluation techniques. The training will be conducted by the end of month five of the Project, and a follow-up training session will occur before the end of the Project.
 3. A technical assistance consultant will train MWMCS members, the board of trustees, and the management team in group dynamics by month five of the Project. The training will focus on encouraging a healthy working relationship among everyone working on the project.
 4. MWMCS will recruit a management consultant who will collaborate with members of MWMCS and the management team to establish a manual of management systems and procedures describing policies related to personal, procurement, and training. The consultant will be engaged for a period of about ten months, to start by the end of month four of the Project.
 5. MWMCS will recruit a general/business manager by month four of the Project who will have overall management responsibility for the Cooperative's operations. A member of the Cooperative will work closely with the production/processing supervisor in order to acquire the skills to take over the position at the end of the Project. The general/business manager, with the help of the executives of the cooperative and the management consultant, will develop a comprehensive five-year business plan detailing opportunities for further expansion and sustained profitability. The business plan will include the following:
 - a. determine the most cost-effective ways of production and marketing of the Cooperative's products and services;
 - b. project the returns on investment;
 - c. document lessons learned from year one of the Project, particularly in the implementation of industry best practices;
 - d. explore options for expanding membership of the Cooperative and / or providing benefits to non-members;
 - e. develop indicators that track benefits to Cooperative members, such as income and rice production on individual plots;
 - f. develop a business strategy for marketing of the Cooperative's products and services.
 - g. explore options for additional income generation activities for Cooperative;

- h. provide an assessment of current market trends as well an analysis of related risks; and
- i. include any other additional analysis that will prepare the Cooperative for expansion and sustained growth, to be determined during the design process of the business plan and through implementation of this Project.

B. Production Improvement Activities:

1. MWMCS will recruit an agronomist by month 11 of the Project. The agronomist will provide technical assistance related to modern agronomic practices. The agronomist will help members choose high-yielding seeds and environmentally sound herbicides. He or she will also advise members on land preparation, weed control, and rice cultivation practices. The agronomist will provide extension services to members' individual farms, as well as the shared Cooperative farm.
2. MWMCS will establish a rice processing and milling facility with a production capacity of two tons of milled rice per day. The facility will use standard rice processing and milling machinery and equipment capable of reducing the percentage of foreign bodies, stones, and breakages. The equipment will include a dryer, milling machine, destoner, washing machine, weighing scale, bag sealer, and a generator.
3. MWMCS will recruit a production/processing supervisor by the end of month four to supervise activities at the cooperative's processing and milling facility. The production/processing supervisor will train members in modern rice production, including the use of equipment, quality control, and the implementation of environmentally-friendly modern rice processing and milling activities at the facility. She or he will also be responsible for ensuring the proper disposal of production byproducts and adherence to HACCP and industry best practices. The production/processing supervisor will also facilitate the sourcing of raw paddy from Cooperative members and from other rice producers in the area. A member of the Cooperative will work closely with the production/processing supervisor in order to acquire the skills to take over the position at the end of the Project.
4. Members of MWMCS will embark on a study tour of another rice processing company. The management team will choose the company to visit based on similarities in size and strategy to MWMCS.
5. Representatives from MWMCS will attend a lessons learned workshop, where similar ADF-funded cooperatives will share their challenges and successes.

C. Marketing Improvement Activities:

1. The general manager, with the aid of the management consultant, will develop a two-fold marketing and sales strategy. First, it will focus on

marketing the cooperative's quality milled table rice at the local and other regional markets. Second, the strategy will promote the processing and milling services to be offered by the cooperative to other rice producers and processors.

2. The Cooperative will display its products for buyers and market its processing facilities to rice growers at trade fairs and agricultural shows.

VIII. Roles and Responsibilities of the Parties

The staff and management of MWMCS are responsible for the management and the proper implementation of the Project. Diamond Development Initiatives (DDI), ADF's partner in Nigeria, will provide training in the areas of standard ADF bookkeeping, monitoring and assessment. DDI will also provide technical assistance and management assistance during implementation.

IX. Monitoring and Evaluation

ADF's Partner in Nigeria will closely monitor the activities of MWMCS to ensure proper reporting, adherence to the project implementation plan by the Cooperative and movement 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 ADF's quarterly reports and will submit comments and observations to the management of MWMCS as part of the on-going performance assessment.