

## PROJECT DESCRIPTION

### El Vowz El Kébir Women Carpet Weavers

#### Mauritania

#### 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

El Vowz El Kébir is a cooperative of women carpet weavers in the mining city of Zouérat, which promotes the marketing and production of carpet weaving, sewing, and other income generating activities for the benefit of its members. The Cooperative aims to empower and improve conditions for members, as the mining city offers little opportunity for women. The El Vowz El Kébir Cooperative wants to take advantage of the high demand for unique handmade carpets, but currently lacks the accounting skills, managerial capacity, technical knowledge, and resources to meet market demand.

#### III. Funding

##### A. ADF Contribution

The financial plan for ADF's contribution is set forth in Appendix A-1 of 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. El Vowz El Kébir Contribution

The Cooperative's members will contribute their time, skills, labor, and knowledge to the implementation of the Project.

#### IV. Project Goal

The goal of this Project is to improve the standard of living of women carpet weavers in the Tiris Zemour region.

## V. Project Purpose

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

## VI. Project Outputs

By the end of this Project, it is expected that El Vowz El Kébir will achieve the following results.

- A. Improved financial and administrative management capacity as evidenced by:
1. El Vowz El Kébir produces financial statements and reports that include monthly income, balance sheet and cash flow statements, consolidated quarterly and annual statements, and it establishes adequate financial controls, accounting procedures, policies, and systems that meet international audit standards; and
  2. the management team routinely utilizes the management and financial reports produced such as performance reports, budget expenditures, profit and loss statements, cash flow statements, and balance sheets in tracing financial transactions and making financial and management decisions for the Cooperative;
  3. an accounting and financial management system that fulfills ADF requirements is established; and
  4. the organization's management bodies meet on a regular basis and report on their meetings to the members.
- B. The average net income that each member will derive from carpet weaving will increase from a baseline of MRO 57,761 to MRO 76,691.

## VII. Project Activities

### A. Management Improvement Activities

1. El Vowz El Kébir will hire a project manager responsible for coordinating project activities. The project manager's responsibilities will include preparing work plans, monitoring activities, assessing and analyzing implementation problems, investigating and applying corrective measures, and helping to organize the training sessions and technical assistance services.
2. El Vowz El Kébir will hire an accountant to operate the Cooperative's financial management system. The accountant will be trained in ADF reporting requirements and prepare quarterly financial reports.
3. The management team and selected members will receive training in administrative and financial management. The training will focus on simplified accounting methods, cooperative management, monitoring success and mitigating risks, and preparing financial, performance, and activity reports.

3. El Vowz El Kébir will set up an office for its management team. The office will be equipped with accounting software and management will be trained in proper use of accounting software.
4. El Vowz El Kébir will develop a manual of procedures. The manual will document administrative, governance, and accounting policies.

#### B. Production Improvement Activities

1. El Vowz El Kébir will establish a functional workshop and equip it with three large looms and two small looms.
2. El Vowz El Kébir will procure enough wool and cotton for six months of production.
3. A consultant will conduct training sessions on carpet weaving skills for all members of the Cooperative. The training classes will be conducted over the course of three months, with a total of 540 classroom hours. The training will be followed up with six months of technical assistance.
4. El Vowz El Kébir will hold workshops to train members in other income-generating activities to diversify opportunities for income generation.

#### C. Marketing and Business Expansion Activities

1. El Vowz El Kébir will hire a consultant to conduct an in-depth market study of artisanal carpets. The study will examine distribution paths, demand fluctuations, niche markets, and international sales. The market study will result in a strategy for El Vowz El Kébir to maximize its share of the carpet market.
2. The management team will visit another carpet producing Cooperative in Morocco. The study tour will enable El Vowz El Kébir to closely study the management, production, and marketing practices of a similarly constituted group.
3. The management team will work closely with a consultant to design a comprehensive business plan. The business plan will:
  - a. analyze the best organization and staffing structure to operate a sustainable and profitable business. This will involve an analysis of El Vowz El Kébir's organizational structure;
  - b. assess and recommend product lines that El Vowz El Kébir can develop based on the relative profitability and feasibility of production of each and providing strategies for penetrating markets for product lines recommended;
  - c. measure the benefits to members and recommend ways to expand membership and extend benefits to members;
  - d. conduct a market analysis of existing and potential product lines, including competitors, and additional markets in Mauritania;
  - e. assess the current production capacity and determining the levels of manpower, additional training in technical expertise, and capital investment needed for production expansion;
  - f. provide five-year production and profit and loss projections based on current production, costs and sales trends; and

- g. conduct any other additional analyses that will prepare the organization for expansion and sustained growth, to be determined during the design process of the business plan and implementation of this Project.

### VIII. Roles and Responsibilities

The ADF Partner in Mauritania will provide the standard ADF training in bookkeeping, monitoring, and remediation assistance to El Vowz El Kébir. Group members are responsible for ensuring the proper management and implementation of the Grant.

### IX. Monitoring and Evaluation

The ADF Partner in Mauritania will closely monitor the activities of the Project to ensure proper reporting, adherence to the Project implementation plan by El Vowz El Kébir, and progress made toward the achievement of Project objectives. The Partner Organization will assess the Project risks and take remedial actions on an ongoing basis. Monitoring by the Partner Organization will be an important aspect of the on-going coaching and advisory service. The Partner will review El Vowz El Kébir's quarterly reports and will discuss its comments and observations with the Project management team. Such an interaction will be part of an on-going performance assessment.