

PROJECT DESCRIPTION

OLG Heath Foundation and Autism Centre 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

Based in Port Harcourt in Rivers State, Nigeria, Our Lady of Guadalupe Health Foundation (“OLG,” “the Centre”) provides medical care for children and adolescents with Autism Spectrum Disorders (ASD) and promotes awareness of autism in the Niger Delta. OLG recently established a skills acquisition center to teach life skills to its patients, helping them earn an income and generate revenue for the Centre. OLG wants to refurbish its tailoring unit to train its patients to sell more and higher-quality fabrics in Port Harcourt. OLG also wants to increase its outreach services in order to reach more children and adolescents with autism in Rivers State. However, the Centre is currently limited by the inadequate business management skills of its staff, and the lack of working capital to improve its production and marketing capacity.

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

OLG will contribute the labor of its staff to this Project.

IV. Project Goal

The goal of this Project is to improve the standard of living of children and adolescents with Autism Spectrum Disorders in River State, Nigeria.

ADF

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V. Project Purpose

The purpose of the Project is to improve OLG's prospects for sustained growth and 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 Trustees that meets quarterly to assess management progress and address implementation constraints in order to move the organization forward.
- B. Improved financial management capacity as evidenced by:
 1. OLG 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 OLG.
- C. Improved organizational capacity as evidenced by the tailoring business operating as a sustainable for-profit enterprise.
- D. Improved technical capacity of OLG as evidenced by its increased production of the following.
 1. Bedsheets and pillow cases from a baseline of 922 sets per year to:
 - a. 1,000 sets in Project Year One; and
 - b. 1,500 sets in Project Year Two.
 2. Blankets from a baseline of 120 per year to:
 - a. 150 in Project Year One; and
 - b. 200 in Project Year Two.
- E. Improved awareness of autism in the Niger Delta as evidenced by:
 1. OLG training doctors, teachers, and other professionals in advanced methods for the identification and treatment of children with autism and related disabilities; and
 2. OLG completing an autism awareness campaign involving newspaper and television advertisements, and the delivery of educational talks and written materials, in the Niger Delta Region.

VII. Activities

A. Management Improvement Activities

1. By month four of Project Year One, OLG will recruit a general manager who will be responsible for managing the day to day business of the Project.
2. By month four of Project Year One, OLG will recruit an accountant who will be responsible for managing OLG's financial books, procuring office supplies, producing financial reports, and preparing for potential Project audits.
3. OLG management and staff will be trained in ADF reporting systems, accounting policies and procedures. The first part of this training will be completed by month four of Project Year One and the second part will be completed by month twelve of Project Year One.
4. OLG management and staff will be trained in business skills and entrepreneurship. The training will focus on identifying business opportunities, the importance of planning, and strategies for effectively managing a tailoring business. The training will be completed by month eight of Project Year One.
5. By month eight of Project Year One, OLG management and staff will be trained in Project management. The trainings will enable management and staff of OLG to understand strategies to achieve the Project purpose and objectives.
6. By month eight of Project Year One, OLG management and staff will be trained in monitoring and evaluation. A second training in monitoring and evaluation will take place by month eight of Project Year Two.
7. By month eight of Project Year One, OLG management and staff will receive advanced training in autism-related issues. The training will focus on topics including identification of various types of mental retardation, diagnosis of the Autism Spectrum Disorders, biomedical treatment of autism, and the importance of occupational therapy in the management of children with autism.
8. OLG will recruit a management consultant who will collaborate with the management team to develop and implement an outreach and marketing strategy, and to advise the organization on the implementation of the Project. As part of the marketing strategy, OLG will brand its products using the association's logo. The management consultant will also help identify any additional training requirements for patients and staff. The management consultant will be recruited by month ten of Project Year One.
9. By month ten of Project Year One, OLG will embark on an autism awareness campaign involving television and newspaper advertisements, and the delivery of educational talks and written materials, in the Niger Delta region. The awareness campaign will inform the general public about Autism Spectrum Disorders.
10. By month twelve of Project Year Two, OLG's financial systems will be assessed to provide full financial certification from ADF.

B. Technical Capacity Building Activities

1. By month six of Project Year One, OLG will recruit a financial systems consultant who will establish an IT-based financial management system for the Centre.
2. By month eight of Project Year One, technical assistance providers will train OLG staff and students on worker safety guidelines for the use of tailoring equipment.
3. By month ten of Project Year One, OLG will refurbish a tailoring unit capable of producing quality bed sheets, pillow cases, and blankets. OLG will stock the tailoring unit with appropriate equipment and inputs necessary for production.
4. By month twelve of Project Year One, OLG will procure various equipments and rehabilitation materials for the Centre's early intervention unit and cerebral palsy unit. OLG staff will use the equipment and rehabilitation materials to assist children too young to fully participate in the tailoring unit but for whom early intervention is critical to treating ASD.
5. By month twelve of Project Year One, a technical assistance provider will provide OLG with technical assistance and supervisory services towards production and development of new products with the potential for high marketability and profitability.

C. Business Expansion Activities

1. By month six of Project Year Two, OLG will engage a consultant to develop a comprehensive business plan, which will:
 - a. determine the most cost-effective ways to produce and market OLG's profit-generating products and services;
 - b. project the returns on investment;
 - c. document lessons learned from the Project;
 - d. develop ways for absorbing younger students into the tailoring enterprise;
 - e. explore strategies for finding jobs for experienced OLG employees;
 - f. assess the marketing strategy and develop plans for a more expansive advertising campaign;
 - g. assess OLG's capacity to increase its production of bedsheets, pillowcases, and blankets, taking into account the size of the tailoring unit, workspace, and staffing levels, and developing plans to overcome constraints to growth;
 - h. assess OLG's capacity to increase its production of other material goods, taking into account the size of its facilities, staffing levels, and developing plans to overcome constraints to growth; and

- i. include any other analysis that will prepare the Centre for expansion and sustained growth, to be determined during the design process of the business plan and through implementation of this Project.

VIII. Roles and Responsibilities of the Parties

The staff and management of OLG 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 OLG to ensure proper reporting, adherence to the Project implementation plan by the Organization, 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 CDC as part of the on-going performance assessment.