

**APPENDIX A  
PROJECT DESCRIPTION  
CRECHE EMILY - DAYCARE COMPANY FOR BABIES AND TODDLERS  
OAG PROJECT**

**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**

Crèche Emily Early Childhood Development Centre (Crèche Emily) provides pre-school services for 200 babies and toddlers to parents, especially working mothers in the low income Asylum Down /Nima suburbs of Accra.

Lower income families have high demand for the quality daycare at affordable prices offered by the company. Crèche Emily is considering expanding its enrolment at the current site as well as establish an additional site in another low-income area.

The company must first develop a sound business model that allows Crèche Emily to operate as a viable business (at breakeven profitability) while offering quality service at affordable prices demanded by its customers. It must also strengthen its quality standards, operating procedures, health and safety standards, governance and financial system.

**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 7 of the Agreement and do not make ADF's contribution to exceed the obligated amount specified in Article 3, section 3.1 of the Agreement.

**B. Grantee Contribution**

The Grantee will contribute the time and labor of its management team and employees to the project.

**IV. Project Goal**

The goal of the project is to promote employment growth and income enhancement for the poor in Ghana.

**V. Project Purpose**

The purpose of the OAG is to improve the Grantee's prospects for sustained expansion as indicated by strengthening its management and operational capacity and by the development of a

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comprehensive five-year business plan that ADF deems suitable for funding by a donor or other financial institution.

## VI. Project Outputs

The expected outputs from the project are:

- A. A fully developed business growth and expansion plan that:
  - demonstrates that Crèche Emily can operate as a viable business which will also achieve social goals;
  - provides a revenue expansion model based on a clearly articulated fee structure policy that meets customers' needs;
  - assesses cost drivers to deliver quality service consistent with revenue plan; and
  - provides an expansion and investment plan to scale up existing facility and invest in a new facility.
  
- B. An established presence of competent managerial, technical and operational skills as demonstrated by:
  - design and implementation of a formal teaching plan;
  - classroom facilities meet minimum established standards for delivery of quality service;
  - establishment and implementation of an efficient fee collection system and process;
  - implementation of a health and safety policy and related enhancement of facilities;
  - a documented and functional human resource policy;
  - Assistant Head Teacher in place and supervisory responsibilities defined and implemented; and
  - a purposeful parents and teacher's association (PTA) and management committee in existence.
  
- C. Acquired and implemented functional financial management systems with:
  - a competent accounting officer capable of maintaining well-designed processes and methods geared towards profitability; and
  - system certified as fully compliant with ADF and investor management reporting requirements.

## VII. Major Activities to be Financed under the Agreement

### A. Managerial Capacity & Governance:

Crèche Emily will hire an assistant and put in place a management committee.

### B. Facilities & Systems Enhancement:

Crèche Emily will enhance its facilities and health and safety structures.

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C. **Training & Teaching Facilities:**

Crèche Emily will develop a teacher enhancement and training programme in child welfare, teaching methodology, management and psychology.

D. **Business Planning & Growth:**

Crèche Emily will develop a strategic business and organizational plan to enhance its business capabilities.

**VIII. Roles and Responsibilities of the Parties.**

Crèche Emily is responsible for ensuring the proper management and implementation of the Project. The ADF Partner in Ghana, INPRODEC will provide Crèche Emily the necessary Standard ADF training in bookkeeping, monitoring and assessment training and technical and management assistance during the implementation of the project.

**IX. Monitoring and Evaluation.**

INPRODEC will closely monitor the activities of the Crèche Emily to ensure proper reporting, adherence to the project implementation plan by the Grantee and movement towards the achievement of project objectives. INPRODEC will continuously assess the project risk and take remedial actions as needed. Monitoring by INPRODEC will be an important aspect of the ongoing coaching and advisory service. INPRODEC will review Crèche Emily's quarterly reports and will submit comments and observations to the management of Crèche Emily as a part of the annual project evaluation. The two organizations will jointly design the evaluation process and Crèche Emily will incorporate the findings of the evaluation into their annual report.

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