

**APPENDIX A
PROJECT DESCRIPTION
BROOKS SUPPORT SERVICES –EVENT PLANNING & CONFERENCE
SUPPORT SERVICES**

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

Brooks Support Services (BSS), a private limited liability company based in Accra, Ghana, is a regional (Africa) provider of business support services to the private, public and governmental organizations. Specifically, Brooks offers products and services related to conferencing, event planning, protocol services and office equipment rentals. It has positioned itself as one of the few service providers in the region committed to upgrading its service delivery to international standards and maintaining uniformity and consistency of delivery quality regardless of the geographic destination. With Ghana as the West African hub for business events, the company is poised for expansion. However, the company is constrained by challenges. The company is operating with inadequate functional management, operating structure and no formal business procedures. It lacks adequate functional accounting and financial systems. Additionally, it has weak governance structure and weak personnel skill. The company's working capital position is also weak.

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. BSS Contribution

The grantee's contribution is in the form of its existing operational asset base, comprising of computers plus the founders equity as working capital in the business. Additionally, the grantee is contributing management and employee time and effort to support investment activities.

ADF  Grantee 

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 project is to improve the client's prospects for sustained expansion as evidenced by the development of a comprehensive five-year business plan that ADF deems suitable for funding by a financial institution.

VI. Project Outputs

The expected outputs from the investment are:

- A. Improved operational and management capabilities as demonstrated by:
- a management team implementing industry best practices;
 - a reduction in the time spent by the Executive Director in performing day-to-day functions related to personal deployment, logistics, marketing, and so on;
 - a standardized operating procedures manual for each service the firm offers;
 - online registration capability for clients; and
 - a functioning board of directors consisting of at least three members.
- B. A fully functional financial management system certified as compliant with ADF and investor management reporting requirements as indicated by:
- timely generation of routine reports; and
 - established accounting procedures, policies, and systems utilized by the management team.

VII. Major Activities to be financed under the Agreement

- A. Managerial capacity and governance
- Brooks will recruit competent managers to run the day-to-day operations of the company, including the following:
- a business manager whose primary responsibility will be to manage all operations, assign personnel, and deploy logistics and equipment to support projects. The Business Manager will also serve as the key deputy to the Executive Director and should be able to bring in new business;
 - a program manager who will be the key contact for planning the clients' events and supervising the activities of Brooks' personnel on site; and
 - a marketing and sales manager who will be responsible for the company's promotional activities and proposal development for new projects.

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- B. Business process and systems
Brooks will formalize its business operating process and administrative procedures.
- C. Business growth
Brooks will recruit consultants to conduct a study on the feasibility of expanding into the West Africa regional market. At a minimum, the study will address the following questions:
- What is the competitive outlook for Brooks' services?
 - What is the size of the market?
 - Who are the major competitors in those markets? What are their market shares, facilities, and business structures?
 - Will Brooks use strategic alliances to accomplish its goals in these markets?
 - What are the organizational needs for the expansion?
- D. Employee training activities
Brooks will provide quarterly staff training to keep its employees current on industry best practices and market trends.
- E. Business plan development
Brooks will develop a comprehensive business plan to provide strategic direction for the company. The plan will:
- convey Brooks' business vision and goals and the strategies to meet them;
 - uncover potential problems that may confront the business and undermine ways to solve those problems; and
 - project the amount of capital needed to maintain "healthy" operational continuity.

VIII. Roles and Responsibilities of the Parties

ADF's Partner, INPRODEC, will provide the necessary standard ADF training in bookkeeping, monitoring and assessment.

Brooks is responsible for ensuring the proper management and implementation of the Investment. The ADF Partner in Ghana, INPRODEC, will provide Brooks with technical and management assistance during the implementation of the investment.

IX. Monitoring and Evaluation

INPRODEC will closely monitor the activities of Brooks to ensure proper reporting, adherence to the project implementation plan by the Grantee and movement towards the achievement of investment 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 Brooks' quarterly reports and will submit comments and observations to the management of Brooks as part of the annual project evaluation. The two organizations will jointly design the evaluation process and Brooks will incorporate the findings of the evaluation into their annual report.

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