



GhanaVeg

Commercial Vegetable Sector Development in Ghana

Fund Manual for the:
Business Opportunity Fund &
R&D Innovation Fund

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LIST OF ACRONYMS

ACC	Accra
AFO	Administration and Finance Officer
B2B	Business to Business
CDI	Centre for Development Innovation – part of Wageningen UR
EKN	Embassy of the Kingdom of the Netherlands
EPA	Environmental Protection Agency
ETM	Evaluation Team Member
FM-ME	Fund Manager and Monitoring Expert
GSC	Grants Selection Committee
IFDC	International Fertilizer Development Center
ISFM	Integrated Soil Fertility Management
M&E	Monitoring and Evaluation
MASP	Multi-Annual Strategic Plan
MoFA	Ministry of Food and Agriculture
MTR	Mid-Term Review
NABC	Netherlands African Business Council
NGO	Non-Governmental Organization
P-P	Public-Private
PPP	Public Private Partnership
R&D	Research and Development
ToC	Theory of Change
USD	United States Dollars
Wageningen UR	Wageningen University and Research centre

1 INTRODUCTION

1.1 PROJECT OVERVIEW

The Embassy of the Kingdom of the Netherlands in Accra has prioritized commercial agriculture in its 4-years Multi-Annual Strategic Plan (MASP 2014-2017). The MASP follows the recent policy dynamics of The Hague, focusing more profoundly on (local) economic development and the contribution of Dutch private sector and expertise. Also, as a transition country, Ghana will in the near future move more in the direction of a regular trade partner than a development cooperation partner. Ghana's economy is rapidly changing, a buoyant middle-class is coming up and the demand for high-value horticultural crops is increasing.

It is in this wider context that the Embassy is supporting Ghana's horticultural sector. GhanaVeg's mission is to establish a sustainable and internationally competitive vegetable sector that contributes to inclusive economic growth and has the capacity to continuously innovate in terms of products and services. The program seeks to improve productivity in the vegetable sector, facilitate more efficient markets within an improved business climate. The program is being coordinated by the Centre for Development Innovation, part of Wageningen University and Research centre in the Netherlands, and runs from November 2013 till December 2017.

GhanaVeg uses a sector-wide development approach for prioritizing its activities in the specific area of the economy that deals with vegetables. At the core of the sector is the economic activity of vegetable production and sales, and the coordination between public, private and knowledge institutes to enhance growth. The Ghanaian vegetable sector consists of a large range of actors from input suppliers, farmers, traders, wholesalers and retailers, to sector organizations, government and knowledge institutions. The program aims at improving not only performance at farm, company or chain level, but at the sector as a whole including the business climate and institutional coordination.

Within this framework two Funds are established that aim at enhancing the competitive and innovation capacity of frontrunner companies: the Business Opportunity and R&D Innovation Funds. The Business Opportunity Fund supports new entrants and frontrunner companies in the vegetable sector and is organized around thematic calls for proposals based on selected key value-chain bottlenecks. The R&D Innovation Fund is set up to continuously improve the technical innovation capacity of the sector and to create better linkages between the private sector and Ghana's knowledge institutes.

This manual outlines the eligibility and selection criteria, the selection process and the cost sharing modalities. It also sets out the time and funding limitations as well as the disbursement and reporting requirements.

1.2 GUIDING PRINCIPLES

The following guiding principles underpin the overall GhanaVeg Program:

Sector wide approach

GhanaVeg takes a sector approach, going beyond individual value chains in trying to tackle systemic issues that will lead to a more competitive and sustainable vegetable sector.

Private sector-led and demand driven

The private sector leads in setting the agenda and, where possible, for the implementation of the activities.

Public-private dialogue facilitation

Though GhanaVeg is private sector-led, systemic changes in the enabling environment will also require the involvement of the public sector (especially around issues of business climate and food safety). Therefore, an informed public-private dialogue is key.

Evidence-based decision-making

A strong evidence base is needed to support both public and private decision-making in the vegetable sector, at all levels (from individual business level to country-level).

Improvement in innovative capacity

For a sustainable competitive vegetable sector, continuous innovations in product development and services are necessary. These innovations are best developed jointly between companies and (public) knowledge institutes.

Fast-paced and results-oriented

GhanaVeg ensures speedy implementation of all programmatic activities, for which relatively light procedures and responsive financial administration are necessary. In addition, it is only through concrete results that the Business Platform will retain its energy and commitment to the overall sector's growth.

1.3 DEFINITIONS

Agreement

It is the legal document that governs the allocation of funds and awards under as set forth in this manual. It defines the roles and responsibilities of the Grantee under the GhanaVeg grants program. It can variously be referred to as the "agreement," "award," "award agreement," or the "grant agreement". The agreement is between Wageningen UR - CDI and the Grantee.

Applicant

This is a private company (BV, LTD or PLC) that submits an application in response to a Call for Proposal.

Application

A written document in the form and substance conforming to the requirements of this manual, which outlines in detail the activities proposed by an Applicant for funding under the grants program consisting of a project proposal and the required supporting documents.

Co-Financing

Project costs financed with cash or in-kind contributions separate from grant funding provided by the grantee(s).

Grant

Financial assistance that provides support or stimulation to accomplish a purpose as determined under the GhanaVeg program.

Grant Modification

It is a change to a grant agreement, in cost, duration, and / or scope. An approval from the GhanaVeg Program Leader is required for any modification to an activity. Modifications must be approved in writing and grant agreements amended in writing.

Grantee

This is an organization or business that has been awarded a grant by the program. Under the GhanaVeg program, this must be an actor working within the vegetable sector.

Project proposal

The document submitted as part of a grantee's application. The implementation plan specifies the applicant's goals and objectives, as well as the proposed activities that will be implemented using GhanaVeg's grant funding. It therefore, forms the primary source of information for evaluating the prospective grantee's full application. Ultimately, if approved by the Grants Selection Committee (GSC), this document is included by reference as part of the grant agreement.

Suspension

This is an action by the GhanaVeg Program Leader that temporarily withdraws support, in whole or in part, under a grant, pending corrective action by the grantee or pending a decision to terminate the grant.

Termination

It is the cancellation of GhanaVeg's sponsorship, in whole or in part, under an agreement at any time prior to the date of completion. It would usually result from a gross violation of the terms of the grant agreement and after persistent instructions for corrective action have failed.

1.4 ROLES

Finance and Administration Officer

The GhanaVeg Secretariat relies on the finance and administration officer of Wageningen UR-CDI, for contracting, prepayments and final payments, maintaining accounts, payables and receivables. He works together with the GhanaVeg Fund Manager on the accounting and monitoring system.

Fund Manager (FM)

The Fund Manager is responsible for facilitating the Calls for Proposals, coordinating the pre-screening by the GhanaVeg Secretariat and assisting the Grants Selection Committee with all necessary documents. The Fund Manager is responsible for ensuring the Grants Manual's procedures are complied with. In addition, he follows-up in terms of monitoring the approved projects and advises on payments. The Fund Manager assists the Finance and Administration Officer in the contracting and accounting of the projects awarded under the Business Opportunity and R&D Innovation Fund.

The Fund Manager is the contact person for submitting all project proposals under the Business Opportunity and R&D Innovation Fund. The Fund Manager can give explanations to potential Grantees on the Fund Manual and Calls for Proposals. Through interactions with the GhanaVeg Secretariat, the Fund Manager submits the pre-screening of the proposals (based on the minimum criteria) with additional remarks to the Grants Selection Committee.

Program Leader (PL)

The Program Leader is the legal representative of Wageningen UR-CDI for the implementation of the GhanaVeg Program. In this capacity, the Program Leader:

- a) submits the Grants Manual and proposed composition of the Grants Selection Committee to the Embassy of the Kingdom of the Netherlands, Accra (EKN-ACC) for approval.
- b) provides input to the pre-screening of the project proposals

The Program Leader is not a member of the GSC, but will be kept apprised of the grants under consideration, and consulted as needed in the course of the review. After awarding a grant, the Program Leader can approve modifications to the grant's agreement within reasonable bounds (as far as the proposed modifications are in line with the initial objectives and activity framework on which basis the proposal was approved by the GSC).

GhanaVeg Secretariat

The GhanaVeg Secretariat consists of the Program Leader, Deputy Program Leader and Fund Manager.

Grants Selection Committee (GSC)

Proposals that passed the minimum criteria are reviewed by the independent Grants Selection Committee in accordance with the selection criteria and procedures. The Grants Selection Committee consists of 5 members that complement each other in expertise on: economic feasibility, technical viability, scientific rigor and environmental sustainability. Members of the GSC are, in addition, asked to provide an explanation to their rankings of the proposals. Based on a grant's review, the GSC will propose to the GhanaVeg Secretariat through the Program Leader that the grant application is: 1) rejected, 2) approved; or 3) approved with conditions / recommendations. The Fund Manager functions as contact person to the Grants Selection Committee but does not take part in their decision-making process.

2 THE FUNDS

2.1 BUSINESS OPPORTUNITIES FUND

It is believed that innovative, frontrunner companies, both from Ghana and abroad, are needed to seize the business opportunities in Ghana's vegetable sector. The Business Opportunity Fund aims at mobilizing these innovations and investments. The fund can be used for different thematic areas that currently hamper the growth of the vegetable sector, such as chain integration, good agricultural practices, and specific branding of quality vegetables. Companies can apply for 50% co-funding for innovative business ideas.

The maximum amount of co-funding per proposal is €50,000. Recommendations for thematic areas are provided through the Business Platform. Project implementation progress is monitored through the Secretariat. Twenty five (25) of these co-financing grants can be provided over the four-year period of the Program.

2.2 R&D CO-INNOVATION FUND

The R&D Innovation Fund is there to provide support for applied research for companies to enhance their innovation capacity, addressing specific agronomic or technical bottlenecks, mostly at farm or company level. The private sector is in the lead for these proposals, though public partners (knowledge institutes) can be requested for the implementation. The Fund works according to a co-innovation approach with private and public players and has a 50% co-financing component. Seventeen (17) of such co-financing grants will be provided over the four year period of the Program. The structure of the Calls for Proposals is similar to the Business Opportunities Fund.

2.3 PROCESS OF PROPOSAL SUBMISSION AND SELECTION

The general structure for administering this fund is as follows:

- a) The Business Platform proposes thematic areas for the Calls for Proposals.
- b) The GhanaVeg Secretariat selects specific thematic areas and prepares draft Calls for Proposals.
- c) The Advisory Board advises on the Draft Calls for Proposals.
- d) Calls for Proposals are presented at the Business Platform meetings and are published on the website: www.ghanaveg.org. Members of the Business Platform are also informed by e-mail.
- e) Project Proposals need to be submitted within four weeks after publication on the website.
- f) The GhanaVeg Fund Manager pre-screens the proposals on the basis of minimum criteria.
- g) The Grants Selection Committee assesses the pre-screened proposals and selects a maximum number of proposals (as indicated in the Call) for funding by the GhanaVeg program.
- h) The GhanaVeg Secretariat discusses the final proposal based on recommendation of the GSC with the company.
- i) Wageningen UR-CDI contracts the company.
- j) The company reports every 3 months on activity progress (both narrative and financial).
- k) The Secretariat follows up with regular monitoring activities.
- l) Company provides final report upon closure of grant activity.

3 CO-FINANCING ELIBILITY AND CRITERIA

3.1 BUSINESS OPPORTUNITY FUND

3.1.1 ELIGIBILITY CRITERIA

All companies soliciting co-financing under the GhanaVeg Program should be:

- Legally recognized companies (LTDs, PLCs, BVs) and must have demonstrated a sound operational track record of at least two years of operational activities in Ghana.
- Companies can come from Ghana but also from abroad (no country limitations).
- Target vegetable crops must include: tomatoes, onions, capsicum, okra, garden egg, other Asian vegetables and members of the *Cucurbitaceae* family (cucumbers, squash, butternut and melons).
- Proposals focus on one or more of the following three outcome indicators:
 - Productivity increase
 - Growth (value: US\$) of domestic high-end market
 - Growth of export value
- Proposals address the issues as presented in the specific Call for Proposals.
- Companies are willing to share project results with the GhanaVeg Business Platform.

The above criteria are minimum criteria and will be pre-screened upon submission by the GhanaVeg Secretariat. If not complied with, the application will be rejected. The GhanaVeg Secretariat will also give a brief explanation on the eligibility of the proposal for the GSC.

3.1.2 ELIGIBLE ACTIVITIES

The 50% Co-financing from GhanaVeg can be used for, but are not limited to:

- Demonstration and promotion activities
- Farm extension and training activities (service provision)
- Capital expenditure
- An initial subsidy on new/innovative inputs (maximum 50% subsidy)
- Market linkage activities.

3.1.3 SELECTION CRITERIA

After passing the pre-screening the independent Grants Selection Committee will evaluate the applications on the bases of economic feasibility (20%), technical viability (20%), implementation capacity (20%), value-for-money (20%) and Corporate Social Responsibility (20%). These criteria are further explained below:

Economic Viability (20%)

Proposed activity must show a cost-benefit analysis indicating a roadmap towards profitability in the short to medium term (3-5 years). This should be calculated taking into account the injection of the grant support, and consider the total project cost, cash flow projections and profitability.

Technical Approach (20%)

This is the degree to which the proposed activity offers an innovative approach that meets the overall objectives and indicators over the life of the project. It can include the proposed extension approach, business model and/or service delivery model. Projects should be well thought through, with logical linkages between inputs and expected outputs.

Implementation Capacity (20%)

The extent to which the applicant and her institution/company are capable of undertaking and accomplishing the proposed activities, based principally on the company profile and past achievements, as well as the qualifications of key staff being involved in the project.

Value-for-Money (20%)

The relationship between the co-financing grant that is requested and the significance and quality of the projected outcomes (as mentioned above in the outcome indicators). It also relates to the ambition level of the proposal, e.g. in terms of number of farmers/farm workers targeted or productivity increase aimed at. In addition, this indicator assesses whether the resources requested are reasonable in the context of the proposed project.

Corporate Social Responsibility (20%)

Corporate Social Responsibility involves the company's approach towards social and environmental issues. The criterion assesses to which extent the proposed activity is likely to have meaningful, sustainable impact and demonstrative inclusiveness of women, youth and/or small-scale farmers.

Companies are requested to elaborate further on the above criteria, making clear projections on:

- Targeted farmers and farm workers (both directly and indirectly)
- Involvement of women, youth and/or small-scale farmers
- Improved sustainability (environment/food safety)
- Company sales and turnover

As part of the evaluation process, GSC members will complete an evaluation report based on the criteria above and provide recommendations for each application. The Fund Manager will then combine all the evaluation reports from the GSC, summarize the results in an evaluation matrix, indicating the summarized recommendation on each proposal to:

- fund the proposal
- not fund the proposal
- fund the proposal pending revision on the basis of the GSC's conditions and/or recommendations

3.1.4 TIME AND FUNDING LIMITATIONS

Timeline and Deadline

Calls for proposals will be announced and published on the GhanaVeg Website stating the time period and deadline within which submission of grant applications should be made.

Retroactivity

No grants application will be considered for retroactive funding. Grants will not be awarded for expenditures that occur prior to the start of the grants activity without prior approval from the Fund Manager.

Funding Limits

The total maximum amount of a single grant may not exceed EUR 50,000 per year. A grantee may not be awarded more than EUR 50,000 from the Business Opportunity Fund during any single activity cycle. Parallel funding from both the Business Opportunity and R&D Innovation Fund is allowed.

Projects can be proposed with a running time of between one and three years. A grant activity is not officially completed until the final narrative and financial reports as well as other deliverables described in the grant agreement have been submitted to, and accepted, by the Fund Manager.

Co-financing arrangement

The company's co-financing contribution of 50% needs to be accounted for by means of table 1 of Chapter 4.3. Contributions can be made in kind or in cash. Possible other contributions from project activities (e.g. 2SCALE, USAID) need to be explained under this section as well, describing the complementarity and resource use.

3.2 R&D INNOVATION FUND

3.2.1 ELIGIBILITY CRITERIA

Companies and activities proposed must comply with the following criteria:

- Legally recognized companies (BVs, LTDs, PLCs,) and must have demonstrated a sound operational track record of at least two years of activities in Ghana.
- Companies can come from Ghana but also from abroad (no country limitations).
- Collaboration with an existing knowledge institute in Ghana (University, Research Centre, College) evidenced by a support letter.
- Target vegetable crops must include: tomatoes, onions, capsicum, okra, garden egg, other Asian vegetables and members of the *Cucurbitaceae* family (cucumbers, squash, butternut and melons).
- Only on-farm or on-company (outstation) research activities are eligible.
- Proposals address the issues as presented in the specific Call for Proposals.
- Companies are willing to share project results in the GhanaVeg Business Platform.

The above criteria are minimum criteria and will be pre-screened upon submission by the GhanaVeg Secretariat. If not complied with, the application will be rejected. The GhanaVeg Secretariat will also give a brief explanation on the eligibility of the proposal for the GSC.

3.2.2 ELIGIBLE ACTIVITIES

The 50% Co-Financing from GhanaVeg can be used for, but are not limited to:

- Research trials
- Research consumables
- Capital investments (<25% of total budget)
- Farmer outreach activities
- Production and publication of research articles

3.2.3 SELECTION CRITERIA

The GSC will evaluate screened applications, upon receipt from the Fund Manager, on the basis of technical approach (20%), implementation capacity (20%), potential for scaling up (20%), value for money (20%), and publication / presentation potential (20%).

Technical Approach (20%)

This is the degree to which the proposed activity offers an innovative approach that meets the overall objectives and indicators over the life of the project. It can include the proposed research methodology and outreach activities. Projects should be well thought through, with logical linkages between inputs and expected outputs.

Implementation Capacity (20%)

The extent to which the applicant and her institution/company are capable of undertaking and accomplishing the proposed activities, based principally on the company profile and past achievements, as well as the qualifications of key staff being involved in the project.

Potential for scaling up (20%)

Research activity is clearly demand-driven, private sector-led and addresses clear constraints faced by the sector. Outcomes should provide input for easy and cost-effective replication at other locations.

Value-for-Money (20%)

The relationship between the co-financing grant that is requested and the significance and quality of the projected outcomes. The criterion looks at the overall ambition level of the project, given the requested inputs and envisaged outputs. In addition, this indicator assesses whether the resources requested are reasonable in the context of the proposed project.

Publication / presentation potential (20%)

The level of interest expressed by the company and knowledge institute to share their results in the GhanaVeg Business Platform meeting, and/or the commitment to produce publications arising from the funded grant activity.

As part of the evaluation process, GSC members will complete an evaluation report based on the criteria above and provide recommendations for each application. The Fund Manager will then combine all the evaluation reports from the GSC, summarize the results in an evaluation matrix, indicating the summarized recommendation on each proposal to:

- fund the proposal
- not fund the proposal
- fund the proposal pending revision on the basis of the GSC's conditions and/or recommendations

3.2.4 TIME AND FUNDING LIMITATIONS

Timeline and Deadline

Calls for Proposals will be announced and published on the GhanaVeg Website stating the time period and deadline within which submission of grant applications should be made.

Retroactivity

No grants application will be considered for retroactive funding. Grants will not be awarded for expenditures that occur prior to the start of the grants activity without prior approval from the Fund Manager.

Funding Limits

The total maximum amount of a single grant may not exceed EUR 25,000 per year. A grantee may not be awarded more than EUR 25,000 from the R&D Innovation Fund during any single activity cycle. Parallel funding from both the Business Opportunity and R&D Innovation Fund is allowed.

Projects can be proposed with a running time of between one and three years. A grant activity is not officially completed until the final narrative and financial reports as well as other deliverables described in the grant agreement have been submitted to, and accepted, by the Fund Manager.

Co-financing arrangement

The joint company and knowledge institute's co-financing contribution of 50% needs to be accounted for by means of table 1 of Chapter 4.3. Contributions can be made in kind or in cash. Possible other contributions from project activities (e.g. 2SCALE, USAID) need to be explained under this section as well, describing the complementarity and resource use.

4 GRANT AWARD PROCEDURES

4.1 GRANT APPLICATIONS

All grant applications are based on the same general proposal and review procedures as outlined in this Fund Manual. Grant applications include a technical proposal and a cost proposal submitted in the English language.

In general, technical proposals should address how the applicant intends to carry out the program and clearly describes the work to be undertaken, the responsibilities of all parties, timeline and deliverables (results). This section should provide a complete overview of the project's design and implementation, and be a stand-alone representation of the proposed project.

The proposal should provide a detailed description of how the progress and achievements of the program are monitored, measured and assessed. The proposal addresses the selection criteria as outlined in the Fund Manual as well as the specific contribution it provides to the thematic Call for Proposals.

4.2 PROJECT PROPOSALS

Project Proposals for the award of funds should follow the prescribed format below:

- a) Table of Contents
- b) Acronyms
- c) Executive Summary (not to exceed one page)
- d) Statement of Problem: the specific problems the applicant seeks to address as highlighted in the thematic Call for Proposals
- e) Overview of proposed activities
- f) Justification for grant funding: how the use of grant funds for the proposed activities contributes to the overall objective of the Call for Proposals
- g) Company profile and key staff involved for the project activity: a description of the company's history, geographic coverage, vision, major activities, and key staff involved in the envisaged project (Max 3 pages, CVs need to be annexed)
- h) Only for the R&D Innovation Fund: include a description of the supporting knowledge institution and the research group or department, its core activities and area of expertise, including the project staff proposed (Max 2 pages, CVs need to be annexed)
- i) Technical approach: a detailed description of the activities, roles and responsibilities in sufficient detail to thoroughly understand how the funds will be used
- j) Expected deliverables based on timelines for implementation
- k) A full budget spread over the duration of the grant activity
- l) Monitoring and evaluation plan, not to exceed two pages
- m) Tentative: Collaborating Institutions, names of partners for joint activities. Attach any letter of agreement with collaborators
- n) Attachments (annexes) should be lettered (e.g. Attachment A), and can include: resumes of key personnel, and other supporting documents such as letters of support or the company's overall business plan

- o) Companies are requested to make clear projections on: targeted farmers and farm workers (both directly and indirectly); improved sustainability (environment/food safety) at farm level; and company sales and turnover in their proposals.

With respect to the M&E Plan companies are requested to operationalize one or more of the three GhanaVeg outcome indicators (productivity increase; growth of high-end domestic market; export growth). In addition, companies are requested to reflect on: (1) the number of targeted farmers or farm workers; (2) the improved sustainability (environment/food safety) at company or farm level; and (3) the impact of the project interventions on company sales and turnover. The M&E approach includes a concise monitoring and evaluation plan to track project results. It looks for the indicators being tracked, the methods of measurement, frequency and responsibilities assigned as well as the reporting mechanisms put in place. Specific deliverables from the M&E Plan (milestones) will be included in the contract agreement.

Co-financing contributions as summarized in the proposals should be consistent with the formats in Tables 1 and 2 below:

Table 1 Business Opportunity Fund Co-financing matrix

Category	Description	Unit	Quantity	Value / Unit	Means of Verification
Private Sector Contribution					
Staff time					
Travel &					
Project activities					
Equipment & assets					
Office operations					
Cash Amount					
Others					
Total (Amount, %)					
GhanaVeg Contribution					
Staff time					
Travel &					
Research					
Equipment & assets					
Office operations					
Cash Amount					
Others					
Total (Amount, %)					

Table 2 R&D Innovation Fund Co-financing matrix

Category	Description	Unit	Quantity	Value / Unit	Means of Verification
Private Sector Contribution					
Staff time					
Travel & transportation					
Project activities					
Equipment					
Office operations					
Cash Amount					
Others					
Total (Amount, %)					
Knowledge Institute Contribution					
Staff time					
Travel & transportation					
Research activities					
Equipment					
Office operations					
Cash Amount					
Others					
Total (Amount, %)					
GhanaVeg Contribution					
Staff time					
Travel & transportation					
Research activities					
Equipment					
Office operations					
Cash Amount					
Others					
Total (Amount, %)					

4.3 REGISTRATION AND SCREENING

The following screening and registration procedures are followed upon the receipt of project proposals:

- All project proposals are sent to the GhanaVeg Fund Manager for registration.
- Applicants will within a week receive an acknowledgement of the application (via e-mail) from the Fund Manager.
- The Fund Manager will do the pre-screening of the project proposals based on the minimum criteria. Based on the pre-screening, the Fund Manager proposes to the Program Leader if the proposal is rejected or accepted for the further assessment by the Grants Selection Committee. The Program Leader makes the final decision on accepting or rejecting of project proposals based on the minimum criteria.
- The Fund Manager will inform the companies whose proposals were rejected and provide the reason for rejection.

4.4 APPROVAL OF GRANT AWARDS AND CONTRACTING

- After approval by the GhanaVeg Secretariat the Grants Selection Committee will rank the proposal on the basis of the selection criteria.
- The Selection Committee informs the GhanaVeg Secretariat on their assessment and proposed selection of grantees. The Selection Committee will provide a short explanation to the decision for each of the project proposals.
- The Fund Manager informs the companies on the decision of the Selection Committee.
- The Fund Manager starts the contracting process for the approved project proposals based on the recommendations from the Selection Committee.

A summary page will be included at the beginning of each grant in English summarizing the key grant parameters as shown below:

- a) Name of grantee
- b) Value of grant, broken out by the project
- c) Cost-share and co-funding
- d) Period of grant
- e) Description of activities
- f) Nature of procurement
- g) Justification of procurement method
- h) Indicators and targets.

5 DISBURSEMENT AND REPORTING

5.1 DISBURSEMENT

Grant funds for all activities implemented in Ghana will be disbursed in local currency (GHC), based on a disbursement schedule presented and agreed to by the project for allowable costs and/or achievement of milestones. Where project activities would require international acquisition of goods and services, grant funds may be disbursed in Euros.

For both funds disbursements will be made as follows:

- a) 30% of the grant's value will be withheld for payment pending the timely submission of the final narrative and financial reports.
- b) funds may be disbursed on a mutually agreed schedule, such as 40% at the initiation of the activity, 30% delivered upon the completion of a clearly defined milestone, and the final 30% upon submission of the final activity and financial reports
- c) funds may also be allocated with respect to identified deliverables or milestones, or on a quarterly basis. In certain cases, funds may be provided upon submission of receipts for expenses incurred after the grant is signed.

5.2 REPORTING

Grantees are required to submit a short 3-monthly narrative and financial progress report as determined by the award agreement. Other briefings, task reports and success stories may be requested where necessary.

Such reports should be accompanied by appropriate evidence of all direct costs incurred. Release of subsequent payments will be contingent on receipt and approval of grantee narrative and financial reports, the request for funds based on a liquidity forecast, as well as any other deliverables as described in the grant agreement by the grants manager.

The last disbursement equivalent to 30% of the approved grant budget is subject to:

- a) submission of the final activity and financial reports 30 days after the end of the grant period or completion of the activity, whichever is earlier, as well as other deliverables as described in the grant agreement, and
- b) receipt of an official request for funds made by the grant recipient to GhanaVeg.