

**APPENDIX A  
PROGRAM DESCRIPTION**

**1.0 INTRODUCTION**

This annex describes the activities to be undertaken and the results to be achieved with the funds obligated under this Cooperative Agreement. Nothing in this Annex A shall be construed as amending any of the definitions or terms of the Agreement.

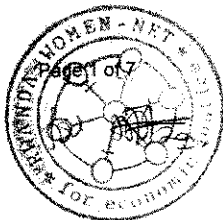
**2.0 BACKGROUND**

The international assistance community has reached an important consensus: gender inequalities in developing societies inhibit economic growth and development. The United States African Development Foundation (USADF) recognizes the need to expand opportunities for women to participate in the development of their countries. The Willie Grace Campbell Empowerment Fund (Fund), a special USADF initiative, is dedicated to creating opportunities for women that can make a lasting difference in their lives. By investing in innovative activities that demonstrate rapid results, high impact, and fundamental change, the Fund helps African women find new ways to increase their economic, social, security, and political capital.

To this end, ADF has established the Women Empowerment Program. This program shall seek to build the capacity of women-led organization dedicated to helping women change their lives in ways that increase their choices, and transform their power relationships at family, community and national levels.

Rwanda is struggling to overcome the devastation of the 1994 genocide. Women have a key role to play in the country's recovery. In a proposal to USADF dated February 10, 2007 the Rwanda Women Network (RWN) stated:

The war destroyed the country's social fabric, human resource base, institutional capacity and infrastructure. The civil war and genocide caused a significant decline in agricultural production and increased poverty. Increasing population growth contributes to further pressure on land and natural resources...There is no doubt that raising women's productivity would improve progress toward key development goals, directly reducing poverty and contributing to food security.



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In addition (as is often the case in the early years following conflict and instability), the lingering devastation has created opportunities for Rwandan women to expand their space and voice in society. Rwandan women, individually and in groups such as RWN, are rising to the challenge.

Under this Program, ADF and a local development agency ("Partner") enter into a cooperative agreement that provides direct support to the partner to: (a) build its capacity; and (b) provide support to grassroots entities through an initiative that gives practical application to the concept of empowering women. The initiative has three fundamental aspects:

- funding investments that increase women's access to and control over development capital (land, credit, processing, marketing, training, jobs, security nets, and so on);
- creating an enabling environment for women to dialogue; and
- distilling and capturing evidence of empowerment.

Targeting women by helping them gain access to resources is critical. However, targeting is not enough to create opportunities for fostering empowerment; women must have the ability to exercise command over the resources they need.

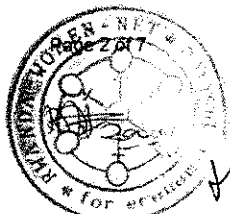
The **Partner** under this Agreement, **Rwanda Women Network (RWN)**, is a legally recognized Rwandan organization that has demonstrated expertise in grassroots development. The RWN mission is to work towards improvement of the social economic welfare of women in Rwanda through enhancing their efforts to meet their basic needs. RWN has an extensive national and regional experience and expertise relevant to its health support, education and awareness programs and socio-economic empowerment.

### 3.0 FUNDING

The financial plan for the Program is set forth in Annex A-1. The Parties may make changes to the financial plan without formal amendment to the Agreement, if such changes do not cause ADF's contribution to exceed the amount specified Article 3 of the Agreement.

### 4.0 GOAL

The Goal of the Program is to expand RWN's capacity to promote and support women-led initiatives that demonstrate empowerment.



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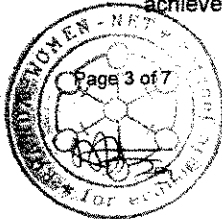
## 5.0 PROGRAM PURPOSES

- 5.1 Build self-supporting sustainable local community development agencies that provide technical assistance and support to grassroots groups, particularly women-led initiatives. Drawing on the ADF participatory development model, the Partner will become an "anchor" for ensuring that competent local leadership and technical capacity are institutionalized and continue to be available to grassroots groups, even in the absence of external assistance.
- 5.2 Provide technical and advisory support to the projects funded under the women's investment initiative.
- 5.3 Expand opportunities for women to participate in dialogue about their situation in their communities and their role in the development of their country.
- 5.4 Capture evidence of women's empowerment and best practices for its promotion.
- 5.5 Encourage African governments and donors to increase utilization of these participatory development "best practices". Wider use of "best practices" is essential to empowering grassroots women's groups and helping them to find viable solutions to their problems. The Partner will take on a leadership role in promoting such practices.

## 6.0 RESULTS TO BE ACHIEVED AND INDICATORS OF ACHIEVEMENT

### 6.1 Institutional Capacity of the RWN Partner

- 6.1.1 increased capacity to plan and utilize organizational resources;
- 6.1.2 improved monitoring capability, as indicated by the timely identification and remediation of problems experienced in clients' project activities;
- 6.1.3 operational ability to execute stated objectives, as indicated by (a) reports of the qualified staff assigned to the program and (b) the devolution of decision-making to appropriate levels;
- 6.1.4 sound financial management, as indicated by compliance with generally accepted accounting and auditing standards;
- 6.1.5 effective use of participatory development methodologies in assistance to clients, as indicated by approaches to project planning, design, implementation, monitoring, and evaluation;
- 6.1.6 ability to counsel and nurture local communities and grassroots entities in the development and execution of their projects, as indicated by the effectiveness of support strategies used by the Partner;
- 6.1.7 enhanced knowledge and expertise in providing appropriate support to women involved in small and medium enterprise (SME) development, trade and investment (T&I), and HIV/AIDS, as indicated by: the results achieved by the women-led initiatives they select; and



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6.1.8 improved ability to identify and assess the capabilities of local consultants and experts to provide technical assistance and training to grassroots entities, as indicated by the timeliness in proposing consultants and experts and the quality of their advice and other work.

**6.2 Identification and support of women-led initiatives** by identifying projects which demonstrate empowerment; handling administration requirement of projects; providing technical assistance in the design and implementation of the investment project; monitoring and reporting project performance to USADF; developing and implementing a mechanism for measuring empowerment results; and documenting and reporting lessons learned.

**6.3 Increased employment and wages among the poor** by providing increased purchasing power through support for diversified sources of income for women other than the traditional subsistence agriculture.

**6.4 Increased evidence of women's empowerment** as demonstrated by their:

- ability to secure social economic empowerment;
- ability to openly discuss issues concerning and affecting them;
- improved access to education and awareness of the laws and the rights impacting women's lives;
- improved access to legal protection and justice; and
- increased participation in decision making at family, community and national levels regarding resource mobilization, control and ownership.

**6.5 Promotion of Participatory Development "Best Practices"** as demonstrated by improvements in the ability of their project participants to plan and implement projects and ensure transparency and accountability.

**6.6 Documenting and Dissemination of Lessons Learned** by capturing evidence of women's empowerment, best practices for its promotion.

## 7.0 PROGRAM ACTIVITIES

The Parties will develop an annual work plan and detailed scopes of work for the key personnel under this Program to guide implementation of these activities. The major activities of the Partner will include the following.

### 7.1 Planning

RWN will undertake a strategic planning exercise to fully integrate the requirements of this Agreement into its operations and clearly establish priorities within the organization.



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## 7.2 Program Development

### 7.2.1 Selection of Projects

Applying and promoting participatory development methodologies (PDM), RWN will advertise the program and work together with grant applicants to assist them in transforming their unsolicited proposals into sustainable development projects. RWN will assist applicants to: (a) develop a long-term vision and strategy for sustaining and advancing their projects; (b) conduct the necessary analyses and feasibility studies to assess the viability of their projects; (c) design technical components, budgets, management plans, implementation plans, and other project elements; (d) form participatory monitoring and evaluation (PM&E) committees and develop PM&E plans; (e) gather project baseline data; and (f) develop skills inventory, training needs assessments, and training plans. RWN may provide the required expertise directly or through the use of outside technical assistance providers (TAPs) that they engage.

### 7.2.2 Grant Proposal Development and Approval System

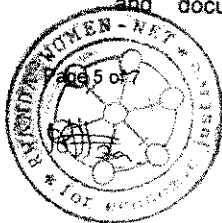
A selection process involving evaluation of all acceptable proposals meeting the requirements RWN has established for the program will be conducted. Negotiations will be conducted with those that have met the evaluation criteria successfully. RWN will conduct a comprehensive cost analysis and undertake field visits to offices of applicants prior to grant award to review accounting systems, technical abilities, and reporting capability. Grants will be awarded, subject to final approval of the technical committee, according to competitive criteria and procedures.

### 7.2.3 Project Implementation and Monitoring

RWN will develop and implement a program that engages community-based groups in conducting local dialogue and further defining the program's empowerment objectives.

Training. At a minimum, RWN will provide or arrange the following training for designated ADF grantees: (a) project monitoring and evaluation (PM&E) committees in evaluation of project progress, identification of sources of data needed to respond to resolves issues impending on the achievement of project objectives and the measurement of empowerment; (b) establishment and maintenance of project information systems; and (c) ADF financial management and reporting requirements. RWN will also assist grantees with the implementation of their training plans.

Program remediation. Using a monitoring plan developed in collaboration with project grantees, RWN will visit projects regularly to help grantees assess and document progress, identify problems or issues hindering



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achievement of project objectives, and consult with grantees to resolve these problems. RWN will also liaise with the ADF Field Team and assist grantees in resolving administrative and logistical problems with banks, vendors, and local government authorities.

Financial management. RWN will: (a) assist grantees with submission of financial reports and disbursement requests to ensure that they are prepared in accordance with the terms and conditions of their grant agreements; (b) visit project sites to assist grantees in maintaining sound financial management practices, and providing on-site training to address minor deficiencies or to make recommendations concerning appropriate interventions to correct more serious problems.

#### 7.2.4 Participatory Evaluation

A major outcome of the initiative will be best practices for helping women advance in Rwanda. RWN will select both quantitative and qualitative indicators for measuring performance of women's acquisition of economic, social, political and legal capital.

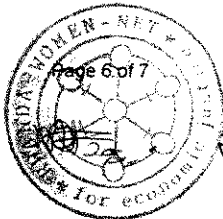
#### 7.2.5 Strategic Partnerships and Promotion of Participatory Development

RWN will engage women in a variety of activities (e.g., consultations, community and provincial meetings; participation in conferences, etc.) aimed at facilitating linkages between grassroots groups and government, donors, and the private sector and promoting empowerment and participatory development "best practices". The Parties will specify these activities in the work plan.

### 8.0 Roles and Responsibilities

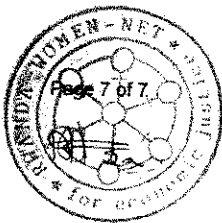
RWN will report to the ADF Country Representative, who in turn reports to the Regional Program Coordinator in Washington, D.C. African Development Consultants (ADC) SARL, ADF's primary Partner organization in Rwanda and the ADF Representative will collaborate with RWN on various activities including monitoring progress and conducting reviews of the Program, reviewing their financial and progress reports prior to submitting them to Washington, and providing or coordinating ADF required training.

RWN will ensure that the clients get the necessary technical support and advice they need to (a) comply with program requirements and (b) implement their projects successfully.



**9.0 Implementation**

RWN and the ADF Representative along with the Regional Program Coordinator will agree on a work plan that will guide RWN's activities for the duration of the Agreement. At a minimum, this plan will specify implementation targets and timing, monitoring and evaluation mechanisms, and staffing and training needs.



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