

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

Grassroots entities in **Swaziland** are engaged in a diverse range of activities that hold significant potential for benefiting their communities. Viewed in the aggregate, these activities can play a critical role in fostering sustained economic and social development of the country. However, for the most part grassroots entities are constrained in exploiting these opportunities and participating actively in the social and economic development of their country-by lack of access to financial, technical, and other resources.

The African Development Foundation (ADF) provides such entities direct financial support in the form of grants to:

- carry out activities at the local level designed to enlarge opportunities for community development;
- expand their participation in development processes; and
- establish and promote indigenous development institutions that can respond to the requirements of the poor.

The shortage of community development institutions that can provide in-country expertise to support successful grassroots activities impedes these objectives. ADF has found that it can overcome this obstacle by helping local development institutions strengthen their capacities to support community-based and other activities that benefit the poor. To this end, ADF has established the Community Development Institutions Program ("Program").

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.

The recipient under this Agreement, **Regional Excellence and Development Initiative (REDI)** is a legally recognized Swaziland organization that has demonstrated expertise in grassroots development.

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 in Article 3 of the Agreement.

4.0 GOAL

The Goal of the Program is to expand local capacity to promote and support grassroots participatory development.

5.0 PROGRAM PURPOSE

The purpose of the Program in Swaziland is to build self-supporting local community development agents that provide technical assistance and other support to grassroots groups.

6.0 RESULT TO BE ACHIEVED AND INDICATORS OF ACHIEVEMENT

- 6.1 The Partner will master the use of participatory development methodologies in assistance to clients, as indicated by its approaches to project planning and design.
- 6.2 The Partner will acquire a high level of expertise in the ADF approach to project design, as indicated by the quality of the analysis and strategies it prepares for project proposals and ability to complete proposals according to schedule.
- 6.3 The Partner will demonstrate an ability to counsel and communicate effectively with local communities and grassroots entities in the development of their projects, as indicated by the degree to which applicants show they understand and own the proposed projects.
- 6.4 The Partner will enhance its knowledge and expertise in small and medium enterprise (SME) development, as indicated by the quality of proposals it and the applicant submit to ADF for funding.

7.0 PROJECT DEVELOPMENT ACTIVITIES

7.1 Project design activities. Applying and promoting participatory development methodologies (PDM), the recipient will help up to six applicants (to be identified by ADF) transform their unsolicited proposals into sustainable development projects. The recipient 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) gather project baseline data and develop measurable performance indicators; and (e) develop training needs assessments, and training plans.

7.2 Prepare project proposals. Following on the results of the PDM process used to design project activities, the recipient will draft project documents, according to ADF formats and guidelines, for review by the applicants. Based on the applicants approval of content, the applicant and recipient will submit the documents to ADF for review and approval.

8.0 ROLES AND RESPONSIBILITIES

The Regional Program Coordinator for East and Southern Africa at ADF headquarters has overall responsibility for managing this Agreement. It will be supported by an in-country representative (ADF Representative) that will have primary responsibility for promoting ADF's program including soliciting, screening and recommending grant applications for review.

The Regional Program Coordinator will designate ADF grant applicants as clients. The recipient will ensure that the clients get the necessary technical support and advice they need to (a) submit complete funding proposals and supporting documentation that comply with ADF requirements.

9.0 IMPLEMENTATION

The recipient and the Regional Program Coordinator will agree on a work plan that will guide the recipient's activities for the duration of the Agreement. At a minimum, this plan will specify implementation targets and timing and set forth the scopes of work for key personnel.