

PROJECT DESCRIPTION

Zambia National Federation of the Blind Capacity Building

Zambia

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

Zambia National Federation of the Blind (ZNFB) is a Lusaka-based umbrella organization that mobilizes funds to support affiliated groups across Zambia. Affiliated groups are local cooperatives that advance ZNFB's goals by promoting education, employment, recreation, and entrepreneurship of blind people in Zambia. Kangonga Economic Development Association for the Disabled (KEDAD), Zambia Association for the Blind and Partially Sighted (ZABPS), and Zambia National Association for Education and Employment of the Disabled (ZANEED) are three affiliated groups near Ndola that produce knitted goods, such as door mats and clothing.

ZNFB lacks the institutional capacity to administer and manage donated funds, and the affiliates struggle to turn their members' knitting and tailoring skills into business enterprises. KEDAD, ZABPS, and ZANEED occupy a unique niche in Ndola as the only producers of hand-made knitted goods, but the groups cannot produce enough products at a consistent output to satisfy the market. The groups' weak management capacity, poor marketing, inadequate training, and an unreliable supply chain inhibit their members from securing reliable incomes.

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 8 of the Agreement and do not cause ADF's contribution to exceed the obligated amount specified in Article 4, Section 4.1 of the Agreement.

B. Grantee Contribution

ZNFB will contribute its office space in Lusaka.

C. Other Contributions

ZNFB affiliate members will contribute their assets, which include looms, needles, and sewing and knitting machines. ZNFB affiliate members will also contribute their labor to the completion of the project.

IV. Project Goal

The goal of the project is to improve the standard of living of the blind and disabled persons in Copperbelt Province of Zambia.

V. Project Purpose

The purpose of the project is to improve KEDAD, ZABPS, and ZANEED's prospects for sustained expansion as indicated by the development of a comprehensive five-year business plan for each of these three affiliates that ADF deems suitable for funding by a donor or other financial institution.

VI. Outputs

- A. Improved financial management as evidenced by KEDAD, ZABPS, and ZANEED each produce management and financial statements that include monthly income, balance sheet and cash flow statements, consolidated quarterly and annual statements, adequate financial controls, accounting procedures, policies, and systems that are used by management in its decision making and meet international audit standards.
- B. Improved management and governance as evidenced by the boards of directors for KEDAD, ZABPS, and ZANEED meet quarterly to assess management progress and address implementation constraints necessary to advance the organizations. In addition, the boards of KEDAD, ZABPS, and ZANEED each convene an Annual General Meeting in accord with their constitutions to update members on group activities.
- C. Improved operational capacity as evidenced by KEDAD, ZABPS, and ZANEED adhere to regularly issued production schedules.

VII. Activities

- A. Financial Management Activities
 1. ZNFB will hire a bookkeeper for its Lusaka office by the fourth month of the project. The bookkeeper will use data from external donations, Braille services, and property management to create financial records (e.g., balance sheets, cash flow statements, etc.) for the Federation. The bookkeeper will also regularly travel to Ndola to assist KEDAD, ZABPS, and ZANEED with the production of financial reports for their respective businesses.
 2. ZNFB will hire a part-time bookkeeper to work in Ndola by the fourth month of the project. The part time bookkeeper will record transactions for KEDAD, ZABPS, and ZANEED and collaborate with the ZNFB full-time bookkeeper to prepare quarterly financial reports for each of the three affiliate organizations. KEDAD, ZABPS, and ZANEED will maintain their respective accounting books.
 3. ZNFB will hire a consultant with expertise in financial management on a short term contract to work closely with the project coordinator, the Lusaka-based full time bookkeeper, and selected board members of ZNFB and the affiliate organizations to develop appropriate financial accounting procedures, policies, and systems to ensure timely and accurate financial reporting. The consultant will also work closely with the Lusaka-based full-time bookkeeper to document the financial systems in a financial

management manual that will be used by KEDAD, ZABPS, and ZANEED. Once the financial systems are in place, the consultant will provide follow-up training where necessary and assess the implementation of the financial systems by conducting quarterly visits to the affiliates in Ndola. The full-time bookkeeper in Lusaka will ensure that KEDAD, ZABPS, and ZANEED implement the financial procedures developed by the consultant.

B. Management Improvement Activities

1. ZNFB will hire a project coordinator by the fourth month of the project to manage the day-to-day activities of KEDAD, ZABPS, and ZANEED. The project coordinator will manage the activities of KEDAD, ZABPS, and ZANEED, and serve as a liaison between ZNFB and the boards of directors of KEDAD, ZABPS, and ZANEED. The project coordinator will ensure that members of KEDAD, ZABPS, and ZANEED effectively utilize ZNFB support, attend the annual general meeting, and produce annual work plans and budgets. ZNFB will purchase a motorcycle for the project coordinator to use during the project to visit KEDAD, ZABPS, and ZANEED.
2. ZNFB will lease an office in Ndola by the fifth month of the project for use by the project coordinator, bookkeeper, and consultants. ZNFB will provide office equipment, including a computer, printer and fax machine, tables, and cabinets.
3. ZNFB will hire a consultant to register KEDAD, ZABPS, and ZANEED as legal business enterprises by month nine of the project. The consultant will prepare articles of association and set up governance structures.
4. The project coordinator, part-time bookkeeper, and selected members from the boards of directors of KEDAD, ZABPS, and ZANEED will attend a training session on corporate governance and a training session on enterprise development and marketing.

C. Technical and Operational Improvement Activities

1. Training
 - a. ZNFB will organize a training session for members of KEDAD on knitting and door mat manufacturing by the ninth month of the project.
 - b. ZNFB will organize a training session for members of ZABPS in knitting, door mat manufacture, and brush making by the ninth month of the project.
 - c. ZNFB will organize a training session for members of ZANEED in knitting, doormat manufacture, and brush making by the ninth month of the project.
2. The project coordinator will ensure that KEDAD, ZABPS, and ZANEED purchases supplies and equipment, such as needles, looms, and hammers, that is suitable for use by blind members by the ninth month of the project.
3. ZNFB will hire a part-time business consultant with experience in income generating activities with the blind to work closely with the management teams of KEDAD, ZABPS, and ZANEED. The consultant will help KEDAD, ZABPS, and ZANEED ensure that project activities maximize benefits to the blind.

- D. ZNFB will hire a consultant who, working closely with the project coordinator and the boards of directors of KEDAD, ZABPS, and ZANEED, will produce business plans that outlines strategies for KEDAD, ZABPS, and ZANEED, respectively, by month fifteen of the project. The business plans will address the following:

1. the proper types of goods to produce, taking into account the abilities of the blind;
2. the maximization of blind employment in the groups' activities;
3. ways to identify and penetrate markets and set appropriate and competitive prices, particularly for brushes and products currently mass produced and/or imported;
4. the establishment of organizational and management structures suitable for long-term growth;
5. an acquisition strategy for machinery and equipment suitable for use by the blind;
6. a mechanism for maximizing income and benefits to the blind members of the groups;
7. a method to ensure quality control standards; and
8. a strategy for creating self-sustaining, viable enterprises capable of employing more members of the blind community.

VIII. Roles and Responsibilities of the Parties

The staff and elected leadership of ZNFB and the affiliate enterprise staff are responsible for the management and the proper implementation of the Project. ZATAC, ADF's partner in Zambia, will provide training in the area of standard ADF bookkeeping, monitoring and assessment. ZATAC will also provide technical assistance and management during implementation.

IX. Monitoring and Evaluation

ADF's partner in Zambia will closely monitor the activities of the cooperative to ensure proper reporting, adherence to the project implementation plan by the cooperative, and movement towards the achievement of project objectives. The partner will continuously assess risks and take remedial action as needed. Monitoring by the partner will be an important aspect of the on-going coaching and advisory service. The partner will review ADF's quarterly reports, and will submit comments and observations to the management of the cooperative as part of the on-going performance assessment.