

PROJECT DESCRIPTION**OPDE and Widows' Capacity****Burundi****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

Ceuvre Humanitaire pour la Protection et le Développement de l'Enfant en Difficulté (OPDE) is a non-governmental organization headquartered in Bujumbura, Burundi that assists youth and other vulnerable populations including widows through training and income generating opportunities. OPDE currently is not able to deliver these services effectively due to a lack of qualified staff, inadequate financial resources, and weak management capacity.

III. Funding**A. ADF Contribution**

The financial plan for ADF's contribution is set forth in Appendix A-1 of 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. OPDE Contribution

OPDE will contribute its assets towards the implementation of the Project and the time, skills and labor of its staff. OPDE will continue to pay its own annual operational costs not covered by ADF including, but not limited to rent, office space, wages for part-time unskilled workers, storage costs, electricity, and water. OPDE will provide fire extinguishers for the hulling machine shed and restaurant. In addition, although ADF will cover full gross salary for the first 18 months after the date of hire for the Project Coordinator and full gross salaries for the first 12 months after the dates of hire for the three (3) supervisors; during the first six months of the Project OPDE will find and train replacements who will then take over these positions (for the remainder of the Project period) once ADF funding has ended. Also, OPDE will cover rent, urban taxes, security guards and utility services for the three income generating activities included in this project after the six months of funding for these items provided by ADF expires.

IV. Project Goal

The goal of this Project is to reduce poverty among women and children in Burundi.

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V. Project Purpose

The purpose of this Project is to enhance the independent income generating activities (IGAs) of the identified widows' groups in dressmaking, restaurant services, and rice-growing and to improve OPDE's prospects for sustained expansion as demonstrated by the development of strategic plan that ADF or other donor organization deems suitable for funding.

- A. Increased annual net income for the women in the dressmaking and embroidery activity from a baseline of BIF 3,000,000 to:
 1. BIF 3,500,000 at the end of Project Year 1,
 2. BIF 8,000,000 at the end of Project Year 2; and
 3. BIF 11,000,000 at the end of Project Year 3.

- B. Increased annual net income for the women in the restaurant activity from a baseline of BIF 11,000,000 to:
 1. 16,000,000 BIF at the end of Project Year 1;
 2. 16,500,000 BIF at the end of Project Year 2; and
 3. 18,000,000 BIF at the end of Project Year 3.

- C. Increased annual net income for the women in the rice-growing and hulling activity from a baseline of BIF 7,000,000 to:
 1. BIF 8,000,000 at the end of Project Year 1;
 2. BIF 21,000,000 at the end of Project Year 2; and
 3. BIF 31,000,000 at the end of Project Year 3.

VI. Project Outputs

- A. Increased total annual sales revenue from the dressmaking and embroidery activity from a baseline of BIF 10,000,000 to:
 1. BIF 11,000,000 at the end of Project Year 1;
 2. BIF 17,000,000 at the end of Project Year 2; and
 3. BIF 25,000,000 at the end of Project Year 3.

- B. Increased total annual sales revenue from the restaurant activity from a baseline of BIF 21,000,000 to:
 1. BIF 29,000,000 at the end of Project Year 1;
 2. BIF 31,000,000 at the end of Project Year 2; and
 3. BIF 33,000,000 at the end of Project Year 3.

- C. Increased total annual sales revenue from the rice-growing and hulling activity from a baseline of BIF 8,000,000 to:
 1. BIF 9,000,000 at the end of Project Year 1;
 2. BIF 24,000,000 at the end of Project Year 2; and
 3. BIF 36,000,000 at the end of Project Year 3.

- D. Improved OPDE management capacity as evidenced by:
 1. OPDE has automated financial management and accounting systems that meet ADF requirements and it routinely produces financial statements, reports and documents which the Board of Directors and management team use in decision making.

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2. ODPE employs the marketing strategy from their strategic plan to identify and assess potential project opportunities for developing additional income generating activities.

VII. Project Activities

OPDE will implement the following major activities:

A. Dressmaking and Embroidery Activities

1. **Technical Capacity Activities:** The group will rent an appropriate building in the Kinama zone to take advantage of the purchasing power of the local population, the lack of other shops that in the immediate area that can produce high quality work and the accessibility of the area to the widows as well as potential customers. There are eight primary school and ten secondary schools in the area with nearly 20,000 students who each require two uniforms each school year. The group will receive training sewing skills including the production of quality school uniforms. The group will also purchase essential start-up equipment and supplies including sewing machines and sufficient cloth to conduct initial activities.
2. **Management Capacity Activities:** The group will begin training in business management skills including product pricing and selling strategies and will receive training in organizational governance and leadership skills to more effectively guide the group. The group will also identify a supervisor from within its membership who will work with the OPDE activity supervisor during Year 1 of the project to be able to take over all supervisory tasks starting at the beginning of Year 2 of the project. The sewing group will research and contact potential clients, including the heads of the local schools in order to and sign contracts with them for uniforms and other products from the OPDE workroom. To raise awareness of the new businesses, OPDE will do local advertising. Ads will be played on the radio and television and placed in the local newspapers.

B. Restaurant Activities

1. **Technical Capacity Activities:** The group will rent an appropriate building located near the Kinama market and will purchase adequate start-up equipment and supplies to conduct initial activities. The location was selected on its close proximity to roads for easy access, the availability of water and proximity of sanitation services. The location is heavily frequented by people and near the market with an estimated 1,500 to 2,000 daily visitors. The group will receive training in restaurant services including organizing a kitchen and restaurant, the development of menus and quality food preparation and customer service.
2. **Management Capacity Activities:** The group will begin training in business management skills including product pricing and selling strategies. The group will also receive training in organizational governance and leadership skills to more effectively guide the group. The group will also identify a supervisor from within its membership who will work with the OPDE activity supervisor during Year 1 of the project to be able to take over all supervisory tasks starting at the beginning of Year 2 of the project. The group will research and contact potential clients. To raise awareness of the new businesses, OPDE will do local advertising. Ads will be played

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on the radio and television and placed in the local newspapers.

C. Rice-Growing and Hulling Activities

1. Technical Capacity Activities

- a. The group will rent two (2) hectares of farmland in the Mubone site to the northwest of Bujumbura to grow rice and vegetables.
- b. The group will purchase essential rice-growing start-up equipment and supplies including seeds, fertilizers and hand tools.
- c. Group will receive training in best agricultural practices related to rice growing as well as vegetables that will be planted during the periods when the rice fields are fallow to generate additional income.
- d. The group will ensure the good condition of irrigation canals prior to the planting of the first rice crop.
- e. The group will develop a rice and vegetable nursery plot to provide sufficient quality agricultural inputs to the widow's group for each planting season.
- f. The group will purchase, install and operate a hulling machine during Project Year 2 after the widow's group has completed their first harvest. This hulling machine will be installed in Kinama at Bukirasazi Street near the road to Bubanza where a need has been identified for hulling rice where there are many cow farms which will be a key purchaser of the rice waste from the hulling process. The hulling machine will be used to hull the rice produced by the widow's group, by other OPDE projects as well as other farmers in the Project area.
- g. The group will rent an appropriate storage shed to use to store the paddy rice prior to its being hulled.
- h. The group will hire a qualified hulling machine operator and a guard for the huller and the storage shed. The machine operator will receive basic training in the operation, maintenance, repair and management of the huller and will receive appropriate protective gear.

2. Management Capacity Activities: The group will receive training in organizational governance and leadership skills to more effectively guide the group. The group will also identify a supervisor from within its membership who will work with the OPDE activity supervisor during Year 1 of the project to be able to take over all supervisory tasks starting at the beginning of Year 2 of the project. The group will research and contact potential clients. To raise awareness of the new businesses, OPDE will do local advertising. Ads will be played on the radio and television and placed in the local newspapers.

D. OPDE Management Capacity Activities

1. Financial and Administrative Management Capacity Activities

- a. OPDE will purchase one computer and accessories and essential office supplies including a safe for the main office and set up phone and internet connections.
- b. OPDE will procure accounting software and receive training for key staff to manage an automated accounting system.
- c. Key OPDE staff, including the National Coordinator, the Deputy National Coordinator, the Accountant and the Project Coordinator will receive training in standard ADF bookkeeping and financial management that will result in OPDE receiving full ADF financial certification by the end of the Project.
- d. OPDE will hire a consultant to work closely with management staff to develop an operational procedures manual.

2. OPDE Project Management and Oversight Capacity Activities

- a. OPDE will hire an experienced Project Coordinator with responsibility for overall management and coordination of the three IGA included in this Project. In addition, during Year 1 of the Project, the Coordinator will identify one of the beneficiaries who will take over this position after 18 months. This individual will work alongside the Coordinator who will ensure that this person is adequately trained to assume the role of Coordinator by the end the Project.
- b. OPDE will purchase one motorcycle and accessories to allow more frequent and direct project oversight by the Project Coordinator for all three of the IGAs.
- c. OPDE will hire one supervisor for each of the three income generating activities to provide expert advice and technical knowledge to each of the three groups. These supervisors will be recruited from the project areas and will be well-known in their respective activity area to provide experienced leadership to the women's groups and to attract clients to these new groups. These persons will have the principal role in supervising each activity including stock management, quality control, researching potential clients, providing technical assistance to the groups' members in their respective areas of activity and reporting to the project coordinator. In addition, during Year 1 of the Project, beneficiaries will be identified who will take over these positions during Year 2 of the Project. These individuals will work alongside the Supervisors who will each ensure that their counterpart is adequately trained to assume the role of Supervisor by Year 2 of the Project.
- d. OPDE Strategic Plan Development Activities. OPDE will hire a consultant to work closely with the management team and Board of Directors to develop a five-year strategic plan that includes:

- 1) An analysis of current project activities and a marketing strategy that provides options for increasing the number and quality of projects and IGAs that OPDE conducts and how to provide more effective services to its target populations.
- 2) An overall plan to make OPDE a more viable, stable and financially-independent organization.
- 3) Any additional analyses that will prepare OPDE for expansion and sustained growth, to be determined during the design process of the strategic plan.

VIII. Roles and responsibilities

ADF's Partner in Burundi will provide the standard ADF Training in bookkeeping, monitoring and assessment. OPDE is responsible for ensuring the proper management and implementation of the Investment. The ADF Partner in Burundi will provide OPDE with technical and management assistance during implementation.

IX. Monitoring and Evaluation

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

X. Other Implementation Issues

ADF expects at least 80% of the 66 primary school-age and 60 secondary school-age children to be enrolled and attending school during this Project period.

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