

## PROJECT DESCRIPTION

### CONSEDI: Supporting Food Security in Rural Bujumbura

#### 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

Conseil pour le Développement Intégré (CONSEDI), an NGO (non-governmental organization), established in 2000 and fully registered in 2004 as an association to build the capacity of community-based organizations (CBOs) in Rural Bujumbura Province, aims to help its member organizations achieve food security and produce a surplus that can serve as a source of income. Currently, the province of Rural Bujumbura is suffering from the effects of years of conflict that contributed to decreased food production in general, especially vegetable cultivation. This diminished production has led to poor nutrition among the province's inhabitants and greater economic vulnerability of the elderly and women who depend on small-scale vegetable cultivation. In recent years, CONSEDI has carried out projects with foreign donor support to assist these communities. However, CONSEDI lacks the institutional capacity to independently manage its financial resources, mobilize local community groups for wider market access, and develop an organizational strategy that will ensure the long-term sustainability of the organization.

#### 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

CONSEDI will pay the salaries for the project coordinator, agronomist, and accountant after Project Year 1. CONSEDI will provide funds for the fuel and insurance requirements of management's vehicles after Project Year 1.

#### IV. Project Goal

The goal of this Project is to improve the standard of living and food security of smallholder farmer members of CONSEDI's ten partner associations in Kanyosaha, Mukike and Nyabiraba Communes.

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**V. Project Purpose**

The purpose of this Project is to improve CONSEDI's prospects for sustainability as evidenced by the development of a five-year strategic plan that ADF deems suitable for funding by a donor or other financial institution.

**VI. Outputs**

- A. CONSEDI has improved financial management capacity as evidenced by its having automated financial management and accounting systems that meet ADF's requirements and routine production of financial statements, reports, and documents that the management team uses in decision making.
- B. CONSEDI's has expanded production capacity as demonstrated by an increase in the total annual sales revenues for CONSEDI from a baseline of BIF 0 to:
  - 1. BIF 26,163,000 in Project Year 1; and
  - 2. BIF 27,471,150 in Project Year 2.
- C. CONSEDI partner associations have expanded production capacity as demonstrated by an increase in partners' combined annual sales revenues from a baseline of BIF 31,907,610 to:
  - 1. BIF 151,656,480 in Project Year 1; and
  - 2. BIF 213,711,750 in Project Year 2.
- D. Farmers have improved agricultural production skills as demonstrated by:
  - 1. an increase in total annual potato production from a baseline of 8.0 tons per hectare to 9.0 tons per hectare in Project Year 1 and 9.4 tons per hectare in Project Year 2; and
  - 2. an increase in total annual cabbage production from a baseline of 4.5 tons per hectare to 10.0 tons per hectare in Project Year 1 and 10.5 tons per hectare in Project Year 2; and
  - 3. an increase in total annual red onion production from a baseline of 7.0 tons per hectare to 12.0 tons per hectare in Project Year 1 and 12.7 tons per hectare in Project Year 2; and
  - 4. farmers' increased access to instruction and supervision in organic production techniques by the end of the Project.

**VII. ACTIVITIES**

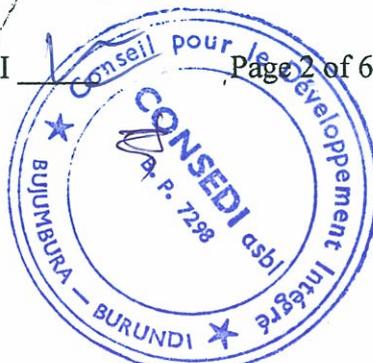
CONSEDI will implement the following major activities.

- A. Financial and Administrative Management Capacity Building Activities
  - 1. CONSEDI will hire an experienced accountant to manage and report on CONSEDI's finances.

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2. CONSEDI will purchase a computer and accessories and essential office supplies and equipment.
3. CONSEDI will procure accounting software and receive training for key staff to manage an automated accounting system.
4. Key CONSEDI staff will receive training in standard ADF bookkeeping and financial management.
5. Following CONSEDI's adoption of new financial management techniques, a consultant will be hired to facilitate a review of the new bookkeeping and accounting practices.
6. CONSEDI will ensure that the consultant hired to perform a bookkeeping and financial management review will work closely with CONSEDI's financial and management staff to develop an administrative and financial procedures manual.

B. Management Capacity Building Activities

1. CONSEDI will hire a full-time project coordinator to coordinate all organizational activities.
2. CONSEDI will acquire vehicle transport for the coordinator, agronomist, and staff so they can provide more frequent and effective oversight of CBO training and agricultural activities in the field.
3. Two key CONSEDI personnel will travel to Rwanda to meet with CBOs and NGOs there who can provide examples of and training on long-term project sustainability and income-generating activities for non-profits.
4. Management personnel will receive training in cooperative governance and leadership skills.
5. Key CONSEDI management personnel will receive training on monitoring and evaluation of performance indicators.
6. CONSEDI's proposed model of providing support to CBOs in rural areas will be assessed by a consultant to determine the long-term viability of the model.

C. Community-Based Organization Support and Capacity Building Activities

1. CONSEDI will purchase start-up office equipment including a computer and accessories.
2. CONSEDI will purchase two (2) motorcycles with insurance to enable the project coordinator and the agronomist to conduct regular field visits to CBOs in Rural Bujumbura Province.
3. CONSEDI will organize and conduct a study tour to GAKO, Kigali, Rwanda for community organization members to learn about organic production techniques and effective cooperative management practices.
4. CONSEDI will train and supervise skills development for CBO member farmers' in basic accounting and financial skills.
5. CONSEDI will hire a co-operative specialist who will train farmers in cooperative formation and management and who will produce a manual that CONSEDI and partner associations can refer to as they learn to work together as cooperatives.



**D. Strategic Plan Development Activities**

By the end of Project Year 1, CONSEDI will hire a consultant to work closely with the management team to develop a five-year strategic plan that includes:

1. An analysis of the best organizational and staffing structure to operate a sustainable and profitable organization and an assessment of the staffing, training and technical assistance requirements for expansion.
2. A marketing strategy that allows CONSEDI to expand its operations.
3. A financial analysis of CONSEDI with recommendations for improvements.
4. A strategy for fund-raising and long-term financial sustainability.
5. A report that will guide CONSEDI's development activities in the future.

**E. Agricultural Technical Capacity Building Activities**

1. CONSEDI will build a hanger for potato storage in Mukike that will allow CBO members to take advantage of favorable economic conditions.
2. Farmers will have increased access to extension services through the hiring of a full time agronomist.
3. Farmers will receive training in best agricultural practices.
4. CONSEDI will purchase and distribute the following items to ten CBOs in Rural Bujumbura Province:
  - (a) onion, cabbage, and potato seeds;
  - (b) farming tools, fungicides, insecticides, and protective gear;
  - (c) organic and chemical fertilizer; and
  - (d) packaging materials to protect crops during harvest and transport.
5. CONSEDI will transport produce from implementation sites to Bujumbura as part of its model of pooling product to receive better prices.

**VIII. Roles and Responsibilities of the Parties**

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

**IX. Monitoring and Evaluation**

Within sixty days of the effective date of this Agreement, the Grantee, working with the ADF Partner, will form a monitoring and assessment committee composed of a representative cross-section of the Grantee's organization. The committee will provide the Partner input for the Project monitoring plan. In addition, during implementation, the committee will have responsibility for ensuring that the Project follows the implementation plan, and that problems identified through monitoring and evaluation are properly addressed in a timely manner.

As stated in Section VII.B.6 above, CONSEDI will hire a consultant to evaluate CONSEDI's model for viability and replicability. As stated in Section VII.D.3 above, a consultant will be hired by CONSEDI to conduct a mid-project bookkeeping and financial management review.

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**X. Other Implementation Issues**

CONSEDI will send two key staff to Rwanda in May 2010 for a study tour of NGOs and CBOs in that country. The goals of this study tour are to learn new methods for long-term financial sustainability without foreign donor assistance. Prior to this study tour, ADF's Partner Organization in Burundi will work with ADF Washington to identify prospective sites to visit for this study tour. Prospective plans must be cleared by ADC Washington before the tour begins.

CONSEDI will develop a plan for maintaining a formal partnership with partner associations and for the associations to contribute a percentage of their harvest to CONSEDI to support the cost of its operations.

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