

PROGRAM DESCRIPTION

Leveraging Economic Assistance for the Disadvantaged (LEAD) Trust

Zimbabwe

1.0 INTRODUCTION

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

2.0 BACKGROUND

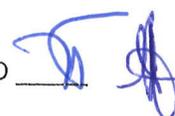
Grassroots entities in Zimbabwe are engaged in a diverse range of activities that hold significant potential for benefiting their communities. Viewed in the aggregate, these activities can play a critical role in fostering sustained economic and social development of the country. However, for the most 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:

1. carry out activities at the local level designed to enlarge opportunities for community development;
2. expand their participation in development processes; and
3. 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 capacity to support community-based and other activities that benefit the poor. To address this need, ADF and a local development agency will enter into a cooperative agreement that provides direct support to the award recipient to: (a) build its capacity; and (b) provide support to grassroots entities.

The award recipient under this Agreement, Leveraging Economic Assistance for the Disadvantaged (LEAD) Trust, is a non-profit, legally recognized Zimbabwean organization that has demonstrated expertise in grassroots development.

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3.0 FUNDING

The financial plan for the Program is set forth in Appendix 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.

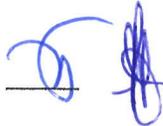
5.0 PROGRAM PURPOSES

- 5.1 Build self-supporting sustainable local community development agencies that provide technical assistance and support to grassroots groups.** Drawing on the ADF participatory development model, LEAD 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. The long-term vision is the establishment of LEAD as a premier community development organization that administers funds from a variety of sources (including external donors, private sector, community groups, and government) for the purpose of promoting grassroots development.
- 5.2 Increase utilization of participatory development "best practices".** Wider use of participatory development "best practices" is essential to empowering grassroots groups and helping them to find viable solutions to their problems. LEAD 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 LEAD

- 6.1.1 Improved monitoring and evaluation, as indicated by the timely identification and remediation of problems experienced in grantee's project activities.
- 6.1.2 Operational capacity to execute stated objectives, as indicated by (a) clear and understood bylaws or similar rules; (b) clear and consistent personnel system; and (c) the devolution of decision-making to appropriate levels.

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- 6.1.3 Diversification of the organization's resource base, as indicated by the development of viable fundraising or revenue generating strategies.
- 6.1.4 Sound financial management, as indicated by compliance with generally accepted accounting and auditing standards.
- 6.1.5 Effective use of participatory management approaches, as indicated by LEAD's organizational decision-making processes.
- 6.1.6 Effective use of participatory development methodologies in assistance to the grantee, as indicated by approaches to project planning, design, implementation, monitoring, and evaluation and the planning and execution of research activities.
- 6.1.7 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 LEAD.
- 6.1.8 Enhanced knowledge and expertise in food production and nutrition programs, as indicated by the quality of proposals for ADF funding for which LEAD assists applicants in developing and the technical advice it provides to ADF grantees.
- 6.1.9 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 Utilization of Participatory Development "Best Practices"

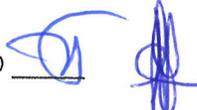
Increased effectiveness of activities that adopt such practices, as indicated by improvements in the ability of their project participants to plan and implement projects and ensure transparency and accountability.

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 LEAD will include the following.

7.1 Project Development

- 7.1.1 Design project activities. Applying and promoting participatory development methodologies (PDM), LEAD will work together with ADF designated grant applicants to assist them in transforming their unsolicited proposals into sustainable development projects. LEAD 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

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evaluation (PM&E) committees and develop PM&E plans in accordance with guidelines provided by ADF; (e) gather project baseline data; and (f) develop skills inventory, training needs assessments, and training plans. LEAD may provide the required expertise directly or through the use of outside technical assistance providers (TAPs).

- 7.1.2 Prepare project proposals. Following on the results of the PDM process used to design project activities, LEAD will draft project documents for review by the applicant. Based on the applicant's approval, LEAD will submit the documents to ADF for review and approval. LEAD may engage TAPs to assist in proposal preparation.

7.2 Project Implementation and Monitoring

- 7.2.1 Training. At a minimum, LEAD 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 resolve issues impending on the achievement of project objectives; (b) establishment and maintenance of project information systems; and (c) ADF financial management and reporting requirements. LEAD will also assist grantees with the implementation of their training plans.
- 7.2.2 Program remediation. Using a monitoring plan developed in collaboration with project grantees, LEAD will visit projects regularly to help grantees assess and document progress, identify problems or issues hindering achievement of project objectives, and consult with grantees to resolve these problems. LEAD will also assist grantees in resolving administrative and logistical problems with banks, vendors, and local government authorities.
- 7.2.3 Procurement. LEAD shall provide technical assistance to project grantees in the procurement of appropriate equipment.
- 7.2.4 Reporting. LEAD will: (a) assist grantees with submission of program and 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. LEAD shall verify the accuracy and completeness of quarterly financial and program reports it receives from project grantees, prior to transmitting each such report to ADF.

7.3 Strategic Partnerships and Promotion of Participatory Development

LEAD will engage in a variety of activities (e.g., consultations, participation in conferences and trade fairs, participation on panels) aimed at facilitating

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linkages between grassroots groups and governments, donors, and the private sector and promoting participatory development "best practices".

8.0 Roles and Responsibilities

LEAD will report to the Regional Program Director. The Regional Program Director will have primary responsibility for promoting ADF's program including soliciting, screening and recommending grant applications for review. The ADF Regional Program Director will collaborate with LEAD on various activities including monitoring progress and conducting reviews of the Program, reviewing LEAD's financial and progress reports prior to submitting them to Washington, arranging audits of the Agreement, assessing staff training needs, providing or coordinating ADF required training for LEAD.

The Regional Program Director will designate ADF grant applicants and grantees as clients. LEAD will ensure that the clients get the necessary technical support and advice they need to (a) submit proposals that comply with ADF requirements and (b) implement their projects successfully.

9.0 Implementation

LEAD and the Regional Program Director will agree on a work plan that will guide LEAD'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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