

PROJECT DESCRIPTION**AFDEC Capacity Building for Development Assistance to Community Groups****Senegal****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

The Association for Training, Development, Education and Culture (AFDEC) is a non-profit organization in Kolda that provides technical assistance to horticulture projects, small value-added processing cooperatives, community health clinics, and other grassroots development initiatives. Many of these grassroots groups lack the technical skills to implement irrigation projects, communal marketing plans, and other projects, so they rely on assistance from NGOs. In particular, three village groups in Kolda—Tambanaba, Tambanading, and Badiar—have asked AFDEC to help them develop business plans for their horticultural activities. AFDEC, however, currently lacks the managerial and accounting skills to expand its portfolio and respond to the groups' needs.

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. AFDEC Contribution

AFDEC will contribute its building and office supplies.

IV. Project Goal

The goal of the Project is to improve the standard of living in the Casamance region.

V. Project Purpose

The purpose of the Project is to improve AFDEC's prospects for sustained expansion as indicated by the development of a five-year business plan that ADF deems suitable for funding by a donor or other financial institution.

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VI. Project Outputs

By the end of this Project, it is expected that AFDEC will achieve the following results.

- A. Its management capacities will be strengthened so that it meets accepted standards in financial and administrative management and accounting, as indicated by the following:
 1. the separation of tasks is realized;
 2. a functional accounting system is implemented and SYSCOA and ADF standards are known and adopted by the members;
 3. an accounting and financial management system that fulfills ADF requirements is established;
 4. financial statements are routinely provided and used by management to trace financial transactions; and
 5. management follows a manual of procedures that sets out the organization's policies.

- B. AFDEC staff members will improve their technical capacities as indicated by the creation of business plans for the economic interest groups in the villages of Tambanaba, Tambanading, and Badiar. The plans must be ratified by the General Assembly of each group.

VII. Project Activities

AFDEC will ensure the following major activities are implemented with the assistance of consultants where necessary.

- A. Accounting, administrative, and financial management capacities of the group will be improved.
 1. AFDEC will hire an experienced accountant to manage its finances and work closely with the treasurer and the president. The accountant will operate the organization's overall financial systems and will advise the management and board on the financial status of the organization. Among other functions, he/she will play the role of coordinator; and ensure the execution of the overall activities of the Project within the deadlines and according to quality standards recommended by ADF.
 2. AFDEC will hire an administrative assistant to improve the filing system, organize and track documents and requests, take meeting minutes, and generally assist with the transition to more modern management practices.
 3. The ADF Technical Partner (Association Conseil pour l'Action) will train the accountant and leaders of AFDEC on ADF's procedures and reporting system. The purpose of this training is to ensure a good understanding of the ADF system for a better management of funds.
 4. The accountant and other staff members will be trained in accounting and financial management in order to build their managerial capacity. The training will include:

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- a. accounting requirements (bookkeeping, the double entry principle, the accounting organization, supporting documents and their filing) with regard to SYSCOA procedures;
 - b. basic principles of modern accounting, such as transparency, accounts control, accounts reconstitution, and cash control;
 - c. the main accounting operations, such as expenses, incomes, bank operations, investment operations, depreciation; and
 - d. the proper use of accounting tools, such as financial statements, general ledger, balance sheet, and income statement.
5. A consultant will train members of AFDEC in organizational development. The goal of this training is to teach members the basics of an organization, train them on the roles of the different posts in the office, familiarize them with the organization of regular meetings, and ensure the smooth functioning of the management bodies.
6. A consultant will work with the management team to update the procedures manual so that it meets SYSCOA standards. The document will address topics such as:
- a. the roles and responsibilities of actors involved in administrative, accounting, and financial management;
 - b. funds management procedures (inflows and outflows);
 - c. procurement policies and strategies;
 - d. inventory and equipment management;
 - e. keeping of treasury day books; and
 - f. budgeting.
7. To ensure a successful execution of the activities of the Project, AFDEC will purchase equipment and office furniture, procure communication services (telephone, fax, courier, and internet), and office supplies.
- B. Project development, monitoring, and management skills of AFDEC will be improved as follows.
1. AFDEC will purchase a motorcycle for outreach, monitoring, and evaluation of its clients. The motorcycle will be used to travel between Sedhiou, Kolda, and the three villages on which AFDEC will focus its efforts: Tambanaba, Tambadading, and Badiar.
 2. A consultant will teach a five-day seminar on project management. The training will address the following issues:
 - a. conceptual basics of development projects;
 - b. development of an organizational management strategy and management of staff roles;
 - c. project design, including identifying need, identifying activities to address the need, and identifying the right solutions; and
 - d. project implementation, including planning activities, developing contingencies, and concluding projects.




3. A consultant will teach a three-day seminar on project monitoring and evaluation. The seminar will address the following issues:
 - a. monitoring and evaluation plan;
 - b. designing data collection tools;
 - c. organizing data collection operations for the monitoring and evaluation;
 - d. monitoring and evaluation methods and tools;
 - e. steering committee meetings;
 - f. implementing decisions;
 - g. cost monitoring charts;
 - h. deadline monitoring charts;
 - i. quality control procedures and quality monitoring indicators;
 - j. variance analysis and significant variances;
 - k. cumulative monitoring and analysis of uncertainties;
 - l. drifts in critical points of the Project;
 - m. corrective action;
 - n. update of monitoring charts; and
 - o. data analysis using Microsoft Excel.

4. A consultant will teach a seminar on participatory development methodology. The training will address basic communications principles, various types of meetings (awareness raising, mobilization, and decision making), ways to prepare for a meeting, tools to use at a meeting, evaluation of a meeting, and how to write a meeting report.

VIII. Roles and Responsibilities

ACA in Senegal will provide the standard ADF training in bookkeeping, monitoring and assessment. AFDEC is responsible for ensuring the proper management and implementation of the Grant. The ADF Partner in Senegal will provide AFDEC with technical and management assistance during implementation.

IX. Monitoring and Evaluation

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

