

PROJECT DESCRIPTION
Molema Community Trust Enterprise Development
Botswana

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

Molema Community Trust is the umbrella body for the communities of the three villages of Motlhabaneng, Lentswelemorirti and Mathathane in the eastern part of Botswana. Its goal is to develop economic opportunities for the villagers, and toward that end it has acquired a 4,300 hectare farm. However, the Trust lacks the business and financial management capacity, technical skills and funding necessary to assist the communities in undertaking income generation activities and in assessing opportunities to participate in a cultural tourism enterprise.

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 7 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. Client Contribution

Molema Community Trust will donate the labor of its members, a plot of land at Makadibeng to be used for horticulture production, and the necessary inputs for the basket weaving activity.

IV. Project Goal

The goal of this Project is to promote the growth of small scale income generation enterprises that improve the standard of living of Motlhabaneng, Lentswelemorirti and Mathathane village members.

V. Project Purpose

The purpose of the Project is to position Molema Community Trust to identify and plan viable income generation activities that benefit the Trust members as evidenced by a business plan that ADF deems suitable for funding by a donor or other financial institution.

ADF



Molema



VI. Outputs

- A. **Improved management capacity of Molema Community Trust as demonstrated by the following:**
1. The Trust management routinely utilizes documents produced during the Project, such as quarterly bank reconciliations, budget expenditures, profit and loss statements, balance sheets and cash flow statements in making financial and management decisions on how to advance income generation activities.
 2. A functioning and active Board of Trustees meets quarterly to assess progress in building its management capacity and addresses implementation constraints that must be overcome to move the organization forward. In addition, the Board convenes the Annual General Meeting (AGM) in accordance with its Deed of Trust to update members on the Trust's on-going activities.
 3. The Board and management support the formation of interest groups and development committees using the PDM-CI process to participate in the operation and planning of Trust activities.
- B. **Improved capacity of Molema Trust to support and coordinate community development income generation projects, as demonstrated by the completion of two pilot activities, in horticulture and basket weaving, with the following outputs:**
1. annual production volumes of cabbage, rape and tomatoes will increase from zero to 10 tons by the end of the Project; and
 2. two new buyers of basketry products identified by the end of the Project.

VII. Activities

- A. **Management improvement activities.**
1. Molema Trust will hire a qualified bookkeeper who will be trained in financial management in order to perform the Trust's bookkeeping functions, generate financial reports and financial statements, and develop appropriate financial procedures. A technical expert in financial management will provide the bookkeeper additional support periodically throughout the Project.
 2. Molema Trust will hire an accounting technical expert to work with the bookkeeper to develop appropriate financial and bookkeeping procedures to be documented in a financial management manual that will ensure timely and accurate financial reporting.

3. Molema Trust will hire technical experts to improve the Trust's organizational structure and group dynamics by holding a series of participatory workshops with the Board members, the management team and Trust members.
 4. Molema Trust will hire technical experts to train the Board, the management and the membership in business management, committee development and governance.
- B. Improved capacity to coordinate community development.
1. Molema Trust will hire a Project Coordinator to work closely with the board, members and AEET, using the PDM-CI process to guide organizational development. The Project Coordinator will manage and ensure that Project activities are implemented.
 2. Molema Trust will hire a technical expert to develop, in consultation with the management and Board, a business plan to guide the activities of the Trust. Specifically, the business plan will do the following:
 - a. assess options for the optimal use of the wilderness farm as a tourism enterprise;
 - b. assess the viability of the proposed cultural tourism enterprise on the heritage site;
 - c. document at least one example of a successful tourism enterprise in Botswana from which lessons can be learned in designing the proposed tourism enterprise;
 - d. identify and analyze the potential and sustainability of other income generation activities based on the capacity of Trust members and market analyses; and
 - e. determine the steps necessary for the successful implementation of proposed income generation activities.
- C. Increased capacity to undertake income generation activities by the development and implementation of two pilot activities in horticulture and basket weaving.
1. Molema Trust will procure and utilize the necessary equipment, tools and inputs to develop a household level horticulture production system.
 2. Molema Trust's members undertaking basket weaving will attend participatory weaving skills training workshops that cover production techniques, quality control, basket design and new product styles. A skills transfer system will be developed and implemented, and follow-up workshops in marketing will enable the pilot Project participants to analyze market demand and develop marketing activities.

VIII. Roles and Responsibilities of the Parties

The staff and elected leadership of Molema Community Trust are responsible for the management and the proper implementation of the project. AEET, ADF's PDM-CI Partner in

ADF



Molema



APPENDIX A

Botswana, will provide training in the areas of management, ADF reporting, corporate and cooperative governance and business planning. The Partner will also provide technical assistance to the members and leadership in those areas.

IX. Monitoring and Evaluation

Within sixty days of the effective date of this Agreement, Molema Community Trust, 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.

ADF CR Molema DM
W-L

PROJECT DESCRIPTION
Molema Community Trust Enterprise Development
Botswana

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

Molema Community Trust is the umbrella body for the communities of the three villages of Motlhabaneng, Lentswelemorirti and Mathathane in the eastern part of Botswana. Its goal is to develop economic opportunities for the villagers, and toward that end it has acquired a 4,300 hectare farm. However, the Trust lacks the business and financial management capacity, technical skills and funding necessary to assist the communities in undertaking income generation activities and in assessing opportunities to participate in a cultural tourism enterprise.

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 7 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. Client Contribution

Molema Community Trust will donate the labor of its members, a plot of land at Makadibeng to be used for horticulture production, and the necessary inputs for the basket weaving activity.

IV. Project Goal

The goal of this Project is to promote the growth of small scale income generation enterprises that improve the standard of living of Motlhabaneng, Lentswelemorirti and Mathathane village members.

V. Project Purpose

The purpose of the Project is to position Molema Community Trust to identify and plan viable income generation activities that benefit the Trust members as evidenced by a business plan that ADF deems suitable for funding by a donor or other financial institution.

ADF  Molema _____

VI. Outputs

- A. Improved management capacity of Molema Community Trust as demonstrated by the following:
1. The Trust management routinely utilizes documents produced during the Project, such as quarterly bank reconciliations, budget expenditures, profit and loss statements, balance sheets and cash flow statements in making financial and management decisions on how to advance income generation activities.
 2. A functioning and active Board of Trustees meets quarterly to assess progress in building its management capacity and addresses implementation constraints that must be overcome to move the organization forward. In addition, the Board convenes the Annual General Meeting (AGM) in accordance with its Deed of Trust to update members on the Trust's on-going activities.
 3. The Board and management support the formation of interest groups and development committees using the PDM-CI process to participate in the operation and planning of Trust activities.
- B. Improved capacity of Molema Trust to support and coordinate community development income generation projects, as demonstrated by the completion of two pilot activities, in horticulture and basket weaving, with the following outputs:
1. annual production volumes of cabbage, rape and tomatoes will increase from zero to 10 tons by the end of the Project; and
 2. two new buyers of basketry products identified by the end of the Project.

VII. Activities

- A. Management improvement activities.
1. Molema Trust will hire a qualified bookkeeper who will be trained in financial management in order to perform the Trust's bookkeeping functions, generate financial reports and financial statements, and develop appropriate financial procedures. A technical expert in financial management will provide the bookkeeper additional support periodically throughout the Project.
 2. Molema Trust will hire an accounting technical expert to work with the bookkeeper to develop appropriate financial and bookkeeping procedures to be documented in a financial management manual that will ensure timely and accurate financial reporting.

3. Molema Trust will hire technical experts to improve the Trust's organizational structure and group dynamics by holding a series of participatory workshops with the Board members, the management team and Trust members.
 4. Molema Trust will hire technical experts to train the Board, the management and the membership in business management, committee development and governance.
- B. Improved capacity to coordinate community development.
1. Molema Trust will hire a Project Coordinator to work closely with the board, members and AEET, using the PDM-CI process to guide organizational development. The Project Coordinator will manage and ensure that Project activities are implemented.
 2. Molema Trust will hire a technical expert to develop, in consultation with the management and Board, a business plan to guide the activities of the Trust. Specifically, the business plan will do the following:
 - a. assess options for the optimal use of the wilderness farm as a tourism enterprise;
 - b. assess the viability of the proposed cultural tourism enterprise on the heritage site;
 - c. document at least one example of a successful tourism enterprise in Botswana from which lessons can be learned in designing the proposed tourism enterprise;
 - d. identify and analyze the potential and sustainability of other income generation activities based on the capacity of Trust members and market analyses; and
 - e. determine the steps necessary for the successful implementation of proposed income generation activities.
- C. Increased capacity to undertake income generation activities by the development and implementation of two pilot activities in horticulture and basket weaving.
1. Molema Trust will procure and utilize the necessary equipment, tools and inputs to develop a household level horticulture production system.
 2. Molema Trust's members undertaking basket weaving will attend participatory weaving skills training workshops that cover production techniques, quality control, basket design and new product styles. A skills transfer system will be developed and implemented, and follow-up workshops in marketing will enable the pilot Project participants to analyze market demand and develop marketing activities.

VIII. Roles and Responsibilities of the Parties

The staff and elected leadership of Molema Community Trust are responsible for the management and the proper implementation of the project. AEET, ADF's PDM-CI Partner in

ADF  Molema _____

Botswana, will provide training in the areas of management, ADF reporting, corporate and cooperative governance and business planning. The Partner will also provide technical assistance to the members and leadership in those areas.

IX. Monitoring and Evaluation

Within sixty days of the effective date of this Agreement, Molema Community Trust, 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.