

ISA 76607

AGENCY FOR INTERNATIONAL DEVELOPMENT

MALI

PVO CO-FINANCING PROJECT

AMENDMENT NO. 1

(688-0247)

UNCLASSIFIED

Authorized: \$8,000,000
LOP: \$16,000,000

Date: July 23, 1991

AGENCY FOR INTERNATIONAL DEVELOPMENT

PROJECT DATA SHEET

1. TRANSACTION CODE

A = Add
 C = Change
 D = Delete

Amendment Number

1

DOCUMENT CODE

3

COUNTRY/ENTITY

3. PROJECT NUMBER

688-0247

4. BUREAU/OFFICE

5. PROJECT TITLE (maximum 40 characters)

Mali

PVO Co-Financing

6. PROJECT ASSISTANCE COMPLETION DATE (PACD)

7. ESTIMATED DATE OF OBLIGATION

(Under "B." below, enter 1, 2, 3, or 4)

MM DD YY
08 30 97

A. Initial FY 89

B. Quarter 4

C. Final FY 94

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY 1989			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AD Appropriated Total	300		300	16,000		16,000
(Grant)	(300)	()	(300)	(16,000)	()	(16,000)
(Loan)	()	()	()	()	()	()
Other						
U.S.						
Host Country						
Other Donor(s)						
TOTALS	300		300	16,000		16,000

9. SCHEDULE OF AID FUNDING (\$000)

A. APPRO- PRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1) DFA				8,000		8,000		16,000	
(2)									
(3)									
(4)									
TOTALS				8,000		8,000		16,000	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)

11. SECONDARY PURPOSE CODE

12. SPECIAL CONCERNS CODES (maximum 7 codes of 4 positions each)

A. Code

B. Amount

13. PROJECT PURPOSE (maximum 480 characters)

To assist private and voluntary organizations in Mali to promote and support USAID strategy objectives through improved outreach in child survival, natural resource management, and micro- to small- enterprise development.

14. SCHEDULED EVALUATIONS

Interim MM YY MM YY Final MM YY
09 92 09 94 07 97

15. SOURCE/ORIGIN OF GOODS AND SERVICES

000 941 Local Other (Specify) 935

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment.)

This amendment increases the life-of-project funding by eight million (\$8 million) dollars for a new total of sixteen million (\$16 million) dollars, and extends the life of project by two years, for a total LOP of eight (8) years.

17. APPROVED BY

Signature

Dennis J. Brennan

Title

Mission Director

Date Signed

08 DD YY
07 18 97

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION

MM DD YY

LIST OF ACRONYMS

A.D.A.K.	: Association pour le Développement de l'Arrondissement de Kadiana
A.D.O.	: Agriculture Development Office
A.E.D.	: Association d'Entaide et Développement
A.I.D.	: Agency for International Development
A.I.D/W	: Agency for International Development/Washington
A.MA.DE	: Association Malienne pour le Développement
A.M.R.A.D.	: Association Malienne de Recherche-Action pour le Développement
C.A.D.E.F.	: Comité d'Action pour les Droits de la Femme et de l'Enfant
C.C.A-ONG	: Comité de Coordination des Actions des Organisations Non Gouvernementales
C.R.E.N.	: Centre de Réhabilitation et Education Nutritionnelle
D.I.P.	: Detailed Implementation Plan
E.O.P.	: End Of Project
E.P.I.	: Expanded Program of Immunization
F.Y.	: Fiscal Year
G.D.O.	: General Development Office
G.R.M.	: Government of Republic of Mali
L.O.P.	: Length Of Project
N.E.F.	: Near East Foundation
N.G.O.	: Non Governmental Organization
N.R.M.	: Natural Resource Management
O.M.A.E.S.	: Oeuvre Malienne d'Aide à l'Enfance au Sahel
O.R.T.	: Oral Rehydration Therapy
P.A.C.D.	: Project Assistance Completion Date
P.I.D.	: Project Implementation Document
P.V.O.	: Private Voluntary Organization
S.C.F.	: Save the Children Federation
S.S.S.	: Salt and Sugar Solution (for ORT)
T.B.A.	: Traditional Birth Attendants
T.E.C.	: Total Estimated Cost
U.S.A.I.D.	: United States Agency for International Development
V.D.O.	: Voluntary Development Organization
W.I.D.	: Women In Development
W.V.R.D.	: World Vision Relief Development

PVO Co-Financing (688-0247)
Project Paper
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PVO Co-Financing
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I. Summary

This Amendment No. 1 to the PVO Cofinancing project will provide for an increase in LOP funding and extension of the PACD by two years, through August, 1997.

The project, which began in late 1989, is an important component of the Mission's bilateral project portfolio. The project has already achieved many of its original targets. The project has been responsible for making six grants to date, totalling nearly \$6 million. Grantees are active throughout Mali, in the three project sectors of emphasis: child survival, natural resources management and microenterprise development. The Lead PVO program is well underway, and the project administrative staff has been recruited and is fully trained and operational.

The project goal and purpose will remain to promote economic development through increased production incomes and well-being at the community level: specifically by assisting voluntary development organizations (VDO) with their programs in child survival, natural resource management, and micro-enterprise development. The areas of geographic and sectoral coverage will also remain as they are, but the increase in funding will permit a wider series of activities in more rural areas of Mali.

The amended financial plan is as follows:

Table 1
Amended project funding
US\$

Item	Original project 8,000,000	By this amendment 8,000,000	Total to date 16,000,000
Technical Assistance	474,300	342,700	817,000
Support Costs	138,800	2,000	140,800
Evaluations	90,000	0	90,000
Studies	160,000	200,000	360,000
Contingency	215,800	226,400	442,200
Project Support	571,100	-571,100	0
Grants	6,350,000	7,800,000	14,150,000

It is planned that \$2.0 million of new funds will be obligated in FY 1991, in addition to the \$3.9 million already planned, for a total of \$5.9 million in FY 1991 funding.

II. Accomplishments to date

The PVO Cofinancing project was authorized in August 1989. The first year's activities involved hiring the local PVO coordinator and giving the series of grants, beginning with a child survival grant for Mali's Seventh Region. Progress since that date has been rapid and obligations have proceeded much more quickly than had been planned. Of the planned eight or nine grants, six have already been made. These grants cover all the planned sectors: child survival, natural resources management, and microenterprise. Details of the grants made to date are given below in the body of the paper.

The innovative lead PVO initiative is underway. AID is contracting with a local expert to further the goals of the lead PVO program, and to encourage closer collaboration between US and Malian NGOs in each of the three designated sectors.

A. Grants made

The six grants already made in FY 90 represent a total obligation of \$3.9 million, with a TEC of \$5.8 million. These six PVOs are in partnership with a dozen local Malian NGOs between them, and they are working with numerous other international NGOs and village associations in the field. This state of affairs is very satisfactory from the point of view of fulfilling the objectives of the Project.

One of the things established very quickly is the acceptability of the PVO mechanism, with both the Mission and the GRM, as an effective means to provide development assistance at the grass roots throughout the country. The PVO community has also been shown able to react quickly and responsively to requests for on-the-ground action. It is too early to draw concrete conclusions in the field for this Project, concerning efficiency or effectiveness: only four programs have had time to show an effective use of the money allocated to them under the present Project (WVRD and CARE for Health, NEF for Forestry, and the SCF Integrated Rural Development Project). On the other hand, the Mission has wide and detailed experience of USAID centrally funded programs with the majority of the PVOs concerned by the Project, and the evaluations have shown conclusively that the PVOs are extremely effective and manage funds well.

Table 2 shows the grants made as of December 30, 1990:

Table 2
Grants made as of December 1990

Grantee	Sector	Location	LOP	Total Estimated Cost	Granted to date
World Vision	Child Survival	Menaka	3 years	1,030,364	1,030,364
Care Mali	Child survival	Macina	3 years	310,000	150,000
Save the Children-USA	Integrated rural development	Kolondieba	5 years	1,234,479	1,234,479
Near East Foundation	NRMS	Douentza	5 years	430,040	430,040
World Education	Microenter-prise	Bamako	3 years	1,020,510	622,827
Africare	Natural Resources	Niafunke	4 years	1,835,639	520,290
TOTAL				5,861,032	3,988,000

B. Lead PVO initiative

It was proposed to select one US Lead PVO for each of the three sectors covered by the USAID project. This has been done, and the sectoral assignments are as follows:

Lead PVOs

Sector	PVO
Natural Resources	CARE Mali
Child Survival	Save the Children
Microenterprise	Africare

Lead PVOs are known in French by the term PVO-Pivot. Around each of the three American pivotal PVOs, there is to be a group of persons from different NGOs, which will become specialized in the sector. From this will result a new depth of analysis concerning the role and experiences of NGOs in each sector. It should be possible to draw conclusions from non-governmental and other experiences in natural resource management, in child survival, and in small industry development, which will improve the performance of NGOs. Specialists from other agencies can be associated with the Pivot Group, so that interaction may be improved with Governmental and other programs. In addition to improved understanding of the public, private and social sectors of the economy, the Pivot Group should produce a Strategic Action Plan for NGOs working in the sector.

This concept brings a number of concrete advantages to the NGOs, particularly time and resources for specialized analysis. The Pivot Group may try to evolve and test models for participatory evaluation, or extension and animation work within the sector. AID will fund any additional training in support of such initiatives. Research - action models will be encouraged to improve impact monitoring of USAID - funded activities, and to promote participative evaluation which involves the community beneficiaries. VDOs are especially effective in the delivery side of development. Effective development work does need thought and planning, measurement and evaluation, as well as good grassroots implementation skills. Action alone is not enough to ensure impact. Swift action is good, but long-term research-action is better, particularly when it brings together villagers, local development agents, PVOs and NGOs for joint analysis of impact and constraints at the community level.

Not only will the work of the Pivot Group improve an understanding of the role and of the comparative advantages of NGOs, it should also lead to a "professionalization" of NGO managers. The idea may lead certain NGOs to specialize in sectoral development, thanks to the new specialist skills of their staff. The majority of NGOs in Mali do roughly the same things. There are more than one hundred NGOs claiming to dig wells, promote gardening for women, and improve ponding. The Natural Resource Pivot group will allow NGOs to develop greater understanding of the holistic nature of the ecodevelopment systems. This will lead to better NRM project impact.

The American PVOs working in the health sector (Save the Children, Plan, Care-Mali, Africare, and World Vision) have not yet found good Malian NGO partners. Mali's health specialists are in many cases engaged in other pursuits. With many in the public sector, health is dragging behind the rest of society. The social economy needs its health-oriented NGOs.

The area of micro-enterprise development is another one which appears thus far to have been neglected by NGOs. None of the American or Malian NGOs is very experienced in this area, particularly in the urban environment. There are thus two sectors (health and small business) in which there is a marked lack of non-governmental activity. Thanks to the pivot groups, the same will not be true by the end of 1995. Efforts to strengthen indigenous NGO capacity will be reinforced by a consultancy from the AID/W GEMINI project in June - July 1991.

C. Progress in each project sector

Progress has been made in each of the three project sectors. The section below gives a capsule summary of the grants made by each PVO. Some of the integrated activities can be counted as having made an impact in more than one sector, as reflected below.

1. Child survival

There have been three child survival grants made thus far, for a total of \$1,614,843 obligated to date.

a. World Vision : 7th region child survival project

The civil disturbances in Northern Mali have disrupted parts of the program during 1990. Nevertheless project activities have continued, and in certain cases, such as at the CRENS (Centres de Rehabilitation et Education Nutritionelle) these activities have been adapted to fit the changing circumstances. The program is working to reduce child morbidity and mortality, and the rate of child malnutrition in the Cercles of Gao, Ansongo and Menaka. All children at risk of becoming malnourished are covered by the program. While three CRENS have been closed in the areas under military control, four others have been opened along the river valley to cater for the moving population. The target population includes all children under the age of 5 years. The estimated population of the project area is 302,189 (according to the 1987 census), with 60,433 children 0-6 years, and 62,945 women of child-bearing age.

Growth monitoring, supplemental feeding, nutrition and hygiene education, training in infant food preparation to improve nutritional status, ORT and child spacing and family planning education are included in each of the CRENS. In addition to the 11,000 children and 2,000 pregnant women enrolled in the CSP, some 15,000 women and children and pregnant mothers attend the CRENS for nutrition, health, hygiene and child spacing education classes. Although immunization is not a part of the project, every child and pregnant woman must comply with the national calendar for immunizations before registering with the CREN. WVRD staff estimate that an additional 12,000 vaccinations per year are being given, thanks to this project requirement.

In this project World Vision is partnership with the Malian NGO Tassaght.

b. CARE : Macina child health project

The CARE project covers 247 villages, and includes immunization (BCG, Polio, DPT, Measles), ORT, nutrition (gardens, demonstrations in cooking and weighing children, and educational discussions), hygiene and sanitation (involving village clean-up days), well treatment with chlorine, maternal health training for traditional birth attendants (TBAs), and staff training for the field monitors. Immunization rates and use of SSS against dehydration are among the best in

Mali. In most villages complete immunization is above 80 % for children under 12 months; while tetanus toxoid coverage for women in the age range 15 to 45 is around 90 % in areas where CARE's work has been continuous since 1987. The present grant has allowed CARE to expand to an additional 20 villages with a population of 12000: making 90 villages in all.

The small amount of funding provided under the project is a complement to a centrally-funded AID/W grant. There is no partner working with CARE on this project.

c. Save the Children Federation : Integrated rural development project in southern Mali

The present grant covers aspects of all three sectors. Under the child survival component, which will complete an AID/W funded Child Survival Program containing the classic components (EPI, ORT, etc), SCF is training villagers in improved water supply through better wells for domestic consumption (hygiene) and gardening (nutrition). Results have been even more spectacular than those of CARE. With an 87 % TT immunization record of women, an 84% reduction in neo-natal deaths has been achieved for babies in the first 15 days of life. The excellent baseline death collection system not only guarantees a high rate of immunization, but also a cost-effective tool for impact monitoring and evaluation.

2. Natural resource management

There have been three natural resource grants awarded thus far, to the Near East Foundation, Save the Children, and Africare for a total of \$1,350,330 obligated to date. The SCF grant is part of an integrated rural development project in the south.

a. Near East Foundation : Douentza forestry program

Near East Foundation and Gua Mina made good progress in the Forestry component of their soil conservation program. Staff have been hired, and on-project training was carried out in 1990. Village animation work has been in progress. Gua Mina have set up their Douentza Office, and equipment, computer and vehicles have been procured. The AID Controller Office staff have made two visits to Douentza, which both AID and NEF have found helpful and constructive. In the field there are "active" and "passive" agro-forestry actions, both of which are yielding interesting results. The mini-pépinières are private micro-enterprises. 12 training courses for 285 villagers (35 of them women) have been organized and 4 evaluation criteria have been elaborated: which will be used to judge the "active" agroforestry. The "passive" has given birth to fascinating studies of natural regeneration in 20 sample fields, showing far higher-than expected densities of natural indigenous essences. Management practices are now being studied.

b. Save the Children : Integrated rural development project in southern Mali

Save the Children has been evolving a more holistic approach to GRM, thanks in large part to advice from USAID specialists. This reinforces the SC movement away from crop production (and cotton) towards food crop productivity, and more emphasis on what Maurice Strong calls "ecodevelopment". Training of ADAK's (Association pour le Développement de l'Arrondissement de Kadiana) young team is progressing. Under the rubric of Natural Resource Management, the PVO is improving low-lying areas for food production (ponding, small barrages). Negotiations with Sene Conseil have been successful and a USAID engineer acted as advisor in this area of water management and ponding. This both saves water and reduces topsoil erosion. Live fencing, windbreaks, agro-forestry techniques are also being encouraged, while better farming practices (contour plowing, crop rotation with beans and forage crops) are being introduced by men and women. Live fencing has reached 16 kilometers in length which is remarkable.

c. Africare : Niafunke circle natural resource management

Approval for this project was given only at the end of September 1990. The project manager has been in place since January, ordering equipment and identifying sites. Two Malian partner NGOs have been identified. AMADE's (Association Malienne pour le Développement) forestry work has begun with the communities, while CADEF (Comité d'Action pour les Droits de la Femme et de l'Enfant) is recruiting a team for women's development activities.

3. Micro-enterprise

There have been two grants awarded so far to World Education and to SCF within their integrated program: for a total of \$1,022,827 obligated to date.

a. Save the Children : Integrated rural development project in southern Mali

The micro-enterprise component incorporates a major effort to involve women as well as men in income generating activities. 35 villages have a new credit and savings system in place, and 525 villagers are being trained to run the system (including functional literacy and numeracy). The WID coordinator is concentrating on 15 target villages to start with, getting the women to organize committees, and to build self-confidence through hands-on experience: with grain banks, gardens, village shops, and testing of new rice varieties. It is expected that Two Malian NGOs: AMRAD (Association Malienne de Recherche - Action pour le Développement) and Gua Mina will be involved as partners in this sector of the SC program.

b. World Education : Promoting economic opportunities for women in Mali

Approval was given for this grant on 23 July 1990. World Education has made two visits to Mali for discussions with local NGO partners AED (Association d'Entraide et Développement) and OMAES (Oeuvre Malienne d'Aide à l'Enfance au

Sahel). The program started in early 1991 with the arrival of the Representative, and recruitment of her deputy. The next stage is training, and the first training of trainers course started in June 1991. This program is founded previous women's enterprise creation by AED in Ségou and Bamako; the existence of very experienced women's cooperatives; and a Kenya-Mali training and exchange program organized by World Education in 1989-90. The Training program starting June 1991 will bring this experience to new NGOs and - thru them to new women and men entrepreneurs who will create jobs, wealth, and economic growth.

D. Lead PVOs

1. Child Survival

SCF/USA has taken the role of Lead PVO for Child Survival, and a meeting took place on November 23 which brought together some 15 people from a dozen NGOs. A lot of conceptual work has been carried out in liaison with USAID and GRM. Health is the area in which Malian NGO expertise is weakest and this will be reflected in the application which SCF will be submitting early July 1991. Meanwhile SCF has led the group in a series of strategy - design meetings, bringing together GRM and NGO health workers, some of whom have never even met before ---- so the "pivot" concept has already borne fruit before giving birth to a project proposal.

2. Natural Resources Management

CARE/Mali is taking the role of Lead PVO in this sector, and this ties with CARE's membership of the NRMS consortium (with World Wildlife Fund and the Experiment in International Living) running USAID project 698-0467. The Malian part of the NRM project is handled by the CCA-ONG. It is this axis of CARE-CCA which will emerge as central to the PIVOT Group. Several meetings have grouped some 30 participants from 20 NGOs, and an application from CARE is expected in July 1991. Meanwhile the NRM project has provided training, documentation and funding for NRM micro-projects. The pivot group concept will strengthen the training, strategy, analysis and action-research components of NGO activity in NRM.

3. Micro-enterprise

AFRICARE has taken on the pivotal role for micro-enterprise development. Africare held meetings with some 20 participants from about 15 NGOs, who analyzed in detail a proposal from AFRICARE. The pivot group will be run jointly by Africare and one Malian partner: AMADE was selected from among 4 applicants. A five year program has been drawn up, and an application was received in January 1991. The pivot group took on a central role appropriate to its title in June 1991, becoming the focal point for the Malian portion of the GEMINI study: Growth and Equity through Micro-Enterprise Investments and Institutions: AID contract number DHR-5448-Q-9080-01. This study of 6 sub-sectors of the Malian economy will provide a first-class data-base for the pivot group's work. Multiple analyses of the role of micro-enterprise will be undertaken. NGO participation and research assistant selection for GEMINI was organized through the Pivot group, which will also play an important role in the dissemination of the study's findings.

III. Amendment Description

The original project presented the following rationale and advantages of the approach of supplementing bilateral aid efforts with PVO grants:

"The project will assist the Mission, through PVO interventions, to expand USAID activities, because of the potentially diverse geographical areas in which Project activities could be located, and the proven ability of PVOs to work on the village and local level. Through grants to U.S PVOs, the Mission expects to support innovative and appropriate technologies particularly in the three sectors. Ability of the PVOs to respond rapidly, and flexibly, to different local conditions and opportunities also makes the Cofinancing Project attractive to the Mission".

These same advantages obtain today. Project activities range from child survival and agroforestry in the sixth and seventh regions to women's microenterprise activities in Bamako. One of the strengths of the project to date is the wide variety of activities that can be undertaken within the project as it is designed.

A. Goal and Purpose

The Project's goal is to promote Mali's economic development through more efficient resource allocation and increased production, productivity, incomes and well-being at the village and community levels. The purpose of the Project is to assist private and voluntary organizations in Mali to promote and support USAID strategic objectives through improved outreach in child survival, natural resource management, and micro to small private enterprise development. The purpose conforms not only with the Mission strategy objectives, but will encourage association of US PVOs with Malian NGOs in joint activities. While most subjects are expected to be located within the areas already benefitting from direct AID assistance, the Project has a strong potential for expanding the reach of the US effort in other geographic regions and toward penetration to the village level.

USAID/Mali chose to address the specific problems of Child Survival, Natural Resource Management and Micro and Small Enterprise Development within the larger policy context and strategy of its support for development activities that will regenerate national economic growth and expand the private sector. By using PVOs and NGOs to support social sector initiatives, the Mission is also supporting decentralization in favour of the poorest members of society, including women. Another important issue the Cofinancing Project will address is government and donor concern about the social and economic costs and consequences of recent national structural and sectoral adjustment and austerity programs. The WID focus and concern expressed in the PID directly responds to the problems and situation of those groups most at risk, by ensuring that Project activities directly involve and benefit children and women in all three Project sectors.

B. Outputs

Outputs of the project will remain unchanged in nature, but will increase in quantity. The three lead sector PVO groups are developing sectoral databases on all PVO and NGO interventions, innovations and appropriate technologies. Through these, USAID's PVO and NGO portfolio will be significantly increased, and some Malian NGOs will be assisted to register eventually with AID.

New child survival and local community health programs will be established. These will result in thousands of mothers and children achieving better health through higher rates of immunization, reduced neo-natal and infant mortality, reduced morbidity thanks to cleaner water and improved hygiene in the home. New soil and water management techniques will be introduced to hundreds of farmers whose fields will give improved yields: leading to higher incomes and better nutrition and most importantly to greater food security. The creation of seed and cereal banks -notably those owned by women- will improve food security and provide a basis for rural enterprise creation. Thousands of women and men will be affected by these enterprises... and several hundred new sources of individual incomes will result from rural and urban small-enterprise development. Throughout the program new models will be tested for partnerships between communities, NGOs, US PVOs and USAID. New models will also emerge for participative evaluation, for project design and conception, for data collection, for collaboration with the authorities: and in this process the three pivot groups will play a crucial role.

C. Inputs

The inputs, as amended by this project amendment, will consist of sixteen to twenty grants to US PVOs in partnership with Malian NGOs, approximately equally apportioned to the three project sectors. The justification for split is notional rather than intellectual. Opportunity will be the real determinant for allocation, since the absorptive capacity of the Malian social economy in 1991 would appear to be without limit in the 3 sectors. The precise actual apportionment will depend on opportunities, demands, and further economic and social analyses during the next two years of project implementation. Short-term projects will be discouraged: four two five year grants will be the norm, to encourage the process of long-term intervention which allows sustainability to develop. Grants will be made to PVOs continuously through the end of year four of project activities.

D. Amended Financial Plan

The table on the next page gives the original and amended financial plan.

Table 3
Amended Financial Plan

		\$000	
	Original	This amendment	Total to date
TOTAL	8,000.00	8,000.00	16,000.00
=====			
A PVD subprojects/contingency	6,350.00	7,800.00	14,150.00

1 Child survival	2,000.00	2,600.00	4,600.00
2 Natural resource management	2,000.00	2,600.00	4,600.00
3 Microenterprise development	2,000.00	2,600.00	4,600.00
4 Grant contingency fund	350.00	0.00	350.00
B Technical Assistance	474.30	342.70	817.00

1 PSC	259.30	324.70	584.00
2 Assistant coordinator	159.00	0.00	159.00
3 Secretary	56.00	18.00	74.00
C Support costs	138.80	32.00	170.80

1 computers	40.90	0.00	40.90
2 typewriter	4.80	0.00	4.80
3 desks	1.20	0.00	1.20
4 filing cabinets	0.40	0.00	0.40
5 office chairs	0.90	0.00	0.90
6 photocopiers	6.60	12.00	18.60
7 translation	22.00	0.00	22.00
8 communications	32.00	20.00	52.00
9 office rent & utilities	30.00	0.00	30.00
D Evaluations	90.00	0.00	90.00

1 Interim	40.00	0.00	40.00
2 Final	50.00	0.00	50.00
E Studies	160.00	200.00	360.00

1 IEEs	25.00	0.00	25.00
2 studies	20.00	100.00	120.00
3 audits	100.00	0.00	100.00
4 analyses	15.00	100.00	115.00
F Contingency 25%	215.80	196.40	412.20
G Project support costs ¹	571.10	-571.10	0.00

¹The planned USAID Project Support Unit will not now be created.

E. Amended contracting and implementation plan

To review the proposals under this amendment, the project committee will employ the same criteria as under the first phase of the project. The Mission has approved and adopted the following procedures for appraising applications.

The reasoning behind the approved procedures constitutes a method for analyzing PVO Project submissions. This method answers the following needs: it is based on some objective indicators, and is based on criteria in the project paper. All Mission staff to focus quickly on key points, avoiding the need to read masses of unnecessary literature.

1. Procedures

The method is based on Annex D of the PVO Project paper: selection criteria for sub-projects. Each of these carries a number of points. Where a project is weak, it will lose points.

Step 1. Each of the criteria is analyzed on a strength - weakness chart. This chart justifies lost points, and cites page and paragraph for easy reference. The ANNEX D criteria are regrouped by themes. The themes provide paragraph titles for an issue paper, which summarizes the lost points.

Step 2. Every project is reviewed by a small review committee of three to four persons: GDO and ADO representatives, depending on the project content, a Program Office representative, and the PVO cofinancing Project Manager. The Management Office and the Controller are not involved until after this Review.

Step 3. Each member of the review committee completes the strength - weakness chart. Points are lost for weaknesses; the charts remain on file as proof of the rigorous review process. The review committee meet and agrees on a value for the project, and on the issues needing to be raised. The review committee then takes one of two actions:

Step 4A. For a project proposal with a low score, more detailed debate in certain areas may be needed. An issues paper is prepared for the Project Committee. In this case more staff must invest time in the proposal, in addition to the members of the review committee.

Step 4B. For a high-scoring project which appears to meet all the USAID criteria, the review committee prepares a draft letter of approval. Certain points might be raised, which are often clarified with the PVO and NGO partners who have submitted the application. Conditions might be imposed. This draft letter is submitted to the full Project Committee for approval.

Step 5. If the full Project Committee approves a project, the machinery is put in motion for a Grant to be signed by Grant Officer. The criteria below are used to evaluate the technical quality of PVO applications for award of cooperative agreements. These criteria amend those found in the original Project Paper. In their applications PVOs are not expected to delineate specific subprojects within villages. However, sufficient time must be invested by the applicants to consult with regional officials and villagers to identify development needs within a

geographic area of concentration and to determine the types of activities that might be appropriate given prevailing ecological conditions. The participation of beneficiaries in project design is an essential criterion for approval. The committee, in addition to scoring these criteria, may produce general observations on the overall design and practicability of the project, and its likely success.

Five technical criteria were devised by the USAID Technical offices for each sector.

MICRO-ENTERPRISE DEVELOPMENT

- a) Informal sector management and credit expertise
- b) Formal economic and business and banking expertise
- c) Marketing
- d) Production
- e) Contribution to the economic status of women

CHILD SURVIVAL

- a) Child spacing and family planning
- b) Immunization of mothers and children
- c) Nutrition and growth monitoring
- d) Promotion of ORT and village training
- e) Health education and hygiene

NATURAL RESOURCE MANAGEMENT

- a) Water conservation and management
- b) Soil conservation and erosion management
- c) Soil fertility (humus, composting, acacia albida, rotation with leguminous plants, etc...)
- d) Natural vegetation conservation/regeneration
- e) Natural resource education, extension, training, sustainability

F. Amended evaluation plan

The evaluation plan for the PVO Co-Financing project comprises several interlocking elements which offer together a multi-faceted multi-placed evaluation approach. These include pivot groups, research-action projects, AID field monitoring, the 1992 interim evaluation, and the EOP evaluation.

The Pivot Groups will be organizing field-visits and training courses after the 1991 rains. Their combined analysis will involve most (and probably all) the co-financing sub-projects between 1991 and 1994. This cross-program comparison will provide a primary stage of evaluation and it is expected to lead to the evolution of sectoral evaluation models, and produce indicators which will guide the 1992 interim evaluation and later programming.

Active encouragement will be given to partner NGOs to develop ongoing action-research within their programs, to provide in-depth evaluation of impact in specific areas of work. The project will have available short-term research-action advisors, locally recruited, mainly in the NGO sector, to develop the in-house expertise of partner NGOs and PVOs. This expertise will help with analysis of results, and drawing conclusions about impact.

USAID monitoring will continue to be carried out by project personnel and by technical personnel, to ensure that projects are progressing in line with Detailed Implementation Plans (DIPs). Each sub-project logframe will provide indicators for monitoring; and these indicators will be revised in discussions between AID and its PVO-NGO, partners in line with field experience, and the program of Pivot Groups and action-research analyses. Each PVO and NGO carries out regular internal monitoring and evaluation exercises. Certain of these reports, available in USAID Bamako, are of great interest and show real professional expertise in the sector (e.g. CARE in Natural Resource Management).

The interim evaluation will be carried out at the end of the third project year, in July 1992. The team will include representatives of AID, GRM, NGOs, and PVOs, as well as one outside expert selected by AID. It is likely that this evaluation will have two phases. The first will have 3 teams each looking specially at each of the 3 sectors (natural resource management, child survival, micro-enterprise development) in partnership with the 3 pivot groups. The second phase will examine the overall program, in light of the 3 sectoral evaluations, and will suggest new directions for the PVO Co-Financing project and USAID/Mali as appropriate. It is intended that each Pivot Group will carry out a sectoral evaluation of VDO activities in 1994, testing their selected methodologies and indicators. This constitutes a second interim evaluation for the Project.

A final evaluation will be carried out in July 1997, before the EOP on August 30, 1997.

\$90,000 has been reserved for evaluations. Additional sums will be allocated for the Pivot Group and Action-Research activities, and for AID Monitoring in the field, from the budget lines for studies and analyses.

G. Amended Social and economic analysis

1. General impact within the Social Economy.

The PVO Co-Financing Project will have a number of positive effects on Mali's economy. It will contribute to developing economic activities which are locally-based, diversified, self-sustaining and characterized by increased productivity and general well being. The benefits of this Project are social as well as economic, as it provides support for the promotion of activities in health, natural resource management and microenterprise development. All subproject proposals will be required to specify their cost-effectiveness before being selected.

Conventional approaches to economic and financial returns are often inappropriate in the Sahel. Given the economic failure of the Public Sector, and the limited growth potential of the Formal Sector, it is the Social Economy (associations, mutualist societies, trades unions, voluntary development organizations) which seems likely to offer the best growth potential. The social economy which has been very neglected in Mali, runs as much on social returns, risk limitations returns, nutritional returns, educational returns, institutional and organizational returns, as on economic returns.

PVOs will be required to show benefit:cost analysis in terms of the returns most relevant to the priorities of their grassroots partners. PVOs promoting water and soil conservation, or land regeneration activities in the natural resource management sector may wish to implement subproject activities through voluntary labor or by paying members of the community. A key principle is for villages and local groups to develop measures to keep subprojects sustainable, to keep them operating, and to replace depreciated investments.

Even if a subproject is subsidized through funds provided to the PVO, individual and community participation is applied which may even include some kind of fee structure or group revolving fund. This habituates the beneficiaries to paying fees and helps to ensure that the project will be self-sustaining when PVO support is reduced. As excess revenue is generated, it can be used for group training needs or placed in a special fund for capital expenditures with the understanding that investment revenues go toward maintaining the community activity.

PVOs should conduct participating market feasibility studies with the villagers and other partners, to determine whether there will be sufficient demand for subproject services at the proposed fee level. If subproject beneficiaries decide to subsidize the service to hold down fees, then an analysis will be conducted before the subproject is started to see if the beneficiaries have sufficient revenue to subsidize the activity. All subprojects will be self-sustaining once PVO support is withdrawn.

Project beneficiaries are expected to be members of poor and remote communities. They may be remote in terms of physical distance (Gao, Timbuctoo). Or they may be remote from the luxury urban life styles which characterize the majority of bilateral assistance efforts: this is the case of the majority of urban dwellers, who live at or below the poverty line. It is people near the bottom who are intended to benefit from the PVO-NGO initiatives.

Project returns will be those which are most needed by these "remote" urban and rural communities:

HEALTH: higher rates of child survival through lower levels mortality and morbidity, thanks to:

- better understanding of health and hygiene practices, particularly among women
- higher vaccination rates among women and babies
- lower incidence of venereal infection
- better birth spacing
- reduced risks of malnutrition
- better family/food security.

INCOMES: higher incomes, especially for women, thanks to:

- lower rates of sickness, leading to greater labour availability
- better knowledge of income management and other skills
- higher agricultural productivity
- improved marketing
- access to equipment and credit.

ENVIRONMENT: improved opportunities for a balanced "ecodevelopment", thanks to:

- better control of natural resource management techniques
- greater understanding of the ecological changes in the Sahel, and their consequences for agricultural productivity
- greater awareness among USAID, PVO and GRM functionaries of existing NRM systems which are threatened by centralized bureaucratic control
- stronger support for peasants to manage their own personal and collective domains
- emphasis on the responsibility of women
- better urban hygiene and greater awareness of health and other risks in the urban environment

JOB CREATION: increased employment, thanks to:

- better opportunities for micro-enterprise creation in the non-formal sector
- introduction of new techniques in certain sectors
- improved efficiency and profitability among existing entrepreneurs
- community organisation for rural new productive activities in both rural and urban areas
- training for women entrepreneurs in management and accounting
- better facilities for individual and collective women's enterprises.

2. Cost/Benefit Characteristics of Subproject Activities

The general cost efficiency of PVO activities has been suggested in specific AID policy guidance, and recently by the AID Advisory Committee on Voluntary Foreign Aid in its 1988 Report, *The Effectiveness of Private Voluntary Organizations*.

However, cost/benefit analysis of small subprojects may not itself be feasible given the difficulty of quantifying the value of some subproject objectives and outputs, and the resources of PVO grantees or their local partners. Certain characteristics of PVO activities in general will contribute to raising the overall cost/benefit ratio of the Project.

PVO projects tend to be labor-intensive with emphasis on mobilizing community members and employing local personnel, sometimes on a volunteer basis. PVO projects, because of limited budgets, often make use of locally available materials and equipment to reduce operational and maintenance costs. They can often employ technologies which are simple, cost effective, and appropriate to local community skills and available costs.

PVOs can often mobilize additional community resources; such community involvement may lead to cost efficiencies and to effective maintenance of capital inputs. Furthermore, they often mobilize government resources such as underutilized technical skills in agriculture, livestock, and forestry. If we take the David Korten model, these actions fit into the 3rd generation of "sustainable systems of development".

Most PVOs design projects which benefit the poorer members of society where the marginal utility of additional income of new services is highest. PVO projects are frequently small in scale, making them easier to manage, easier for the grassroots partner organizations to organize, and to appropriate for themselves. (It is said that the True Test of "appropriate" technology is whether the villagers appropriate the technology, or whether it remains a technology of outsiders).

The Project to achieve its objectives employs the following set of assumptions:

- That the Social Economy offers better opportunity for growth and development than either the public or private sectors.
- That the GRM will continue to provide a political and social climate that favors the activities of PVOs/NGOs and will not attempt to limit either the programmatic freedom or relative geographic freedom to administer projects that PVOs/NGOs presently enjoy.
- That PVO/NGOs are in constant and close communication with village and local associations, and are engaging in a collaborative process to design subprojects that respect the priorities and needs of those at the grassroots.
- That PVO/NGOs are committed to the appropriation of the development process by the populations themselves.

- That social and cultural traditions continue to demonstrate indications of positive transformation in regard to the role of women, allowing women beneficiaries to participate in special training courses, nutrition, child spacing and weaning seminars, and business administration, numeracy, literacy and credit training activities. And that women, given their existing workloads, will find the time and interest to engage in the aforementioned activities.
- That U.S. PVOs currently working in Mali are among the most effective and efficient providers of services and activities in the three sectors covered by the PVO Co-Financing Project.
- That Malian NGOs have the capacity and experience to train and assist U.S. PVOs in the analysis of basic needs, in the differentiation of social, ethnic and gender priorities, and in the need to develop their Malian senior and middle-management staff.

It is further assumed that Malian NGOs and U.S. PVOs will be motivated to form partnerships to collaborate on development projects, and in the long-term to engage in the nonformal institution building and "professionalization" arrangements implied by the Co-Financing Project.

H. Amended technical analysis

1. Sectoral priority needs

The sectoral priorities to be addressed under this amendment remain unchanged from the original project paper. Each is discussed briefly below.

a. Child Survival

Mali's health-related statistics rank among the lowest in the world. Public health services reach barely twenty percent of the population. The Africa bureau has designated Mali as a child survival emphasis country, and the Mission has been working bilaterally and multilaterally, in partnership with the GRM and PVO/NGOs to develop alternative service delivery mechanisms, with an increasing emphasis on village-level clinics and pharmacies.

The primary target groups throughout the Mali program are women and children up to age five. Limited access to health services are further complicated by a severe climate and poverty. Government health services reach only 15 % of the total population and are spread among a population estimated at 7.7 million covering 478,764 square miles.

The four principal causes of infant and child morbidity and mortality in Mali are diarrheal diseases (29 %), measles (16 %), acute respiratory infections (10 %) and malaria (3 %). It is estimated that these four diseases account for almost 60 % of all child deaths. Mali has an infant (under age 1) mortality rate estimated at 117 per thousand and a child (age 1-5) mortality rate estimated at 249 per thousand.

b. Natural resource management

Soil conservation, agroforestry, social forestry, "aménagement du terroir" are urgent priorities. Returning land management to the responsibility of the farmers is an urgent matter. NGOs are ideally placed to promote grassroots protection programs, and to help the farmers protect their meager natural resources against the degradations of civil servants, city dwellers, merchants, nomads, forestry agents and other outsiders. So far few NGOs have a complete grasp of the issues involved in Natural Resource Management. And few have so far been given the resources to engage in long-term partnership with the farmers.

The present project seeks to satisfy the urgent needs of Sahelian Mali for a better village-based management of natural resources. Further it will lead to a greater understanding and expertise among NGOs of the integrated nature of "ecodevelopment".

c. Micro-enterprise development

With ninety percent of Mali's employable population working in an agricultural sector subject to periodic drought, major efforts are needed to keep the economy growing at the population growth rate of nearly 3 percent. Past government efforts to industrialize the economy met with failure and have resulted in a massive liquidation or divestiture of public sector companies and major restructuring of the banking sector. Unfortunately, the formal private sector is relatively small and probably unable to take the government's place in the near future. Making this situation more precarious is the fact that the operators in the large informal sector either prefer to remain small to escape the tax and regulatory burden, or are unable to graduate into the formal sector because of the ingredients needed for access to bank credit. To this effect the USAID Mission's contributions to the GEMINI sub-sectoral analysis for Micro-enterprise development in Mali contributes an investment for future resource allocation in the sector. This should allow USAID and PVOs to identify areas in which a real contribution can be made to the development of jobs and production through both the private sector and the social sector (the two will certainly overlap on occasion in the non-formal economy).

These themes are the building blocks of the Mission's evolving private sector strategy. This strategy combines support to the process of moving to an economic policy environment with support to the agents and institutions working in the private sector. The PVO Co-financing project is one vehicle for achieving the latter. While the majority of PVO-promoted activity will be oriented towards microenterprises of one to five people, it will not exclude groups of up to twenty, making this a small-and/or-microenterprise strategy. It is also expected that work will be done in rural and urban areas in a ratio of about 50:50.

Table 4.

PVO-COFINANCING PROJECT
688-247
Projection of expenditures by FY
(USAID CONTRIBUTION)

Item	FY 89	FY 90	FY 91	FY 92	FY 93	FY 94	FY 95	FY 96	FY 97	TOTAL
A. Technical Assistance	0	112,000	92,838	102,070	102,070	102,070	102,070	102,070	101,812	817,000
1. PSC	0	112,000	73,268	66,500	66,500	66,500	66,500	66,500	66,232	584,000
2. Assistant Coordinator	0	0	9,000	25,000	25,000	25,000	25,000	25,000	25,000	159,000
3. Secretary	0	0	10,570	10,570	10,570	10,570	10,570	10,570	10,580	74,000
B. Support Costs	0	0	50,000	33,000	21,200	11,500	18,000	3,500	3,600	140,800
1. Computers	0	0	30,900	0	10,000	0	0	0	0	40,900
2. Typewriter	0	0	0	4,800	0	0	0	0	0	4,800
3. Desks	0	0	0	1,200	0	0	0	0	0	1,200
4. Filing Cabinet	0	0	200	0	200	0	0	0	0	400
5. Office Chairs	0	0	400	0	500	0	0	0	0	900
6. Photocopiers	0	0	500	8,000	500	500	8,000	500	600	18,600
7. Translation	0	0	3,000	4,000	3,000	3,000	3,000	3,000	3,000	22,000
8. Communications	0	0	15,000	15,000	7,000	8,000	7,000	0	0	52,000
9. Office Rent and Utilities	0	0	0	0	0	0	0	0	0	0
C. Evaluations	0	0	0	40,000	0	0	0	0	50,000	90,000
1. Interim	0	0	0	40,000	0	0	0	0	0	40,000
2. Final	0	0	0	0	0	0	0	0	50,000	50,000
D. Studies	0	0	147,500	61,000	30,500	35,500				360,000
1. IEEs	0	0	3,500	4,000	3,500	3,500	3,500	3,500	3,500	25,000
2. Studies	0	0	75,000	25,000	20,000	0	0	0	0	120,000
3. Audits	0	0	0	25,000	0	25,000	0	50,000	0	100,000
4. Analyses	0	0	69,000	7,000	7,000	7,000	7,000	9,000	9,000	115,000
E. Contingencies 25%	0	0	37,000	73,000	74,000	73,000	74,000	73,000	38,200	442,200
F. Project Support Costs	0	0	0	0	0	0	0	0	0	0
G. PVO subprojects/Contingency	300,000	3,688,005	5,572,662	3,274,338	1,314,995	0	0	0	0	14,150,000
1. Child survival	300,000	1,314,848	1,909,956	1,000,000	75,196	0	0	0	0	4,600,000
2. Natural resources management	0	1,350,330	1,657,116	1,274,338	318,216	0	0	0	0	4,600,000
3. Microenterprise development	0	1,022,827	2,005,590	1,000,000	571,583	0	0	0	0	4,600,000
4. Grant contingency fund	0	0	0	0	350,000	0	0	0	0	350,000
	1,070,000	1,073,800,005	1,075,900,000	1,073,583,408	1,071,542,765	1,072,222,070	1,071,094,070	1,071,178,570	1,071,913,612	1,071,600,000

20

Table 5.

UNEP POPULATION PROJECT
 1988-2000
 Summary Cost Estimate And Financial Plan

Item	USAID		HOST COUNTRY		OTHER PVDS		Total	
	Fx	LC	Fx	LC	Fx	LC	Fx	LC
A. Technical Assistance	584,000	233,000	0	0	0	0	584,000	233,000
1. PSC	584,000	0	0	0	0	0	584,000	0
2. Assistant Coordinator	0	159,000	0	0	0	0	0	159,000
3. Secretary	0	74,000	0	0	0	0	0	74,000
B. Support Costs	45,700	95,100	0	0	0	0	45,700	95,100
1. Computers	40,900	0	0	0	0	0	40,900	0
2. Typewriter	4,800	0	0	0	0	0	4,800	0
3. Desks	0	1,200	0	0	0	0	0	1,200
4. Filing Cabinets	0	400	0	0	0	0	0	400
5. Office Chairs	0	900	0	0	0	0	0	900
6. Photocopiers	0	18,600	0	0	0	0	0	18,600
7. Translation	0	22,000	0	0	0	0	0	22,000
8. Communications	0	52,000	0	0	0	0	0	52,000
9. Office Rent and utilities	0	0	0	0	0	0	0	0
C. Evaluations	45,000	45,000	0	0	0	0	45,000	45,000
1. Interim	20,000	20,000	0	0	0	0	20,000	20,000
2. Final	25,000	25,000	0	0	0	0	25,000	25,000
D. Studies	120,000	240,000	0	0	0	0	120,000	240,000
1. IRRs	0	25,000	0	0	0	0	0	25,000
2. Studies	120,000	0	0	0	0	0	120,000	0
3. Audits	0	100,000	0	0	0	0	0	100,000
4. Analyses	0	115,000	0	0	0	0	0	115,000
E. Contingencies: 25%	0	442,200	0	0	0	0	0	442,200
F. Project Support Costs	0	0	0	0	0	0	0	0
G. PVD subprojects Contingency	12,650,000	1,100,000	0	0	3,537,500	0	16,587,500	1,100,000
1. Child survival	4,600,000	0	0	0	1,150,000	0	5,750,000	0
2. Natural resources management	3,500,000	1,100,000	0	0	1,150,000	0	4,650,000	1,100,000
3. Microenterprise development	4,600,000	0	0	0	1,150,000	0	5,750,000	0
4. Grant contingency fund	350,000	0	0	0	87,500	0	437,500	0
Total	\$13,844,700	\$2,155,300	\$0	\$0	\$3,537,500	\$0	\$17,382,200	\$2,155,300

19,537,500

16,000,000

Table 6.

METHODS OF FINANCING

Line Item	Method of Implementation	Method of Financing	AMOUNT US \$
Technical Assistance	AID Direct Contract	Direct Payment	217,000
Support Costs	AID Direct Contract	Direct Payment	140,900
Evaluations/Studies etc...	AID Direct Contract	Direct Payment	400,000
	Contingency		442,200
PVO Subprojects	Grants (OPGs)	Cost Reimbursement	14,150,000
			\$16,000,000

Table 7.

Financial Summary

Technical Assistance	217,000
Commodities/Supplies	140,900
Evaluations/Audits	400,000
Studies, IEEs, etc...	300,000
Contingency (25%)	442,200
Project Support Costs	0
PVO Subprojects/Contingency	14,150,000
	\$16,000,000

Best Available Document

Table 6.

METHODS OF FINANCING

Line Item	Method of Implementation	Method of Financing	Amount US \$
Technical Assistance	AID Direct Contract	Direct Payment	817,000
Support Costs	AID Direct Contract	Direct Payment	140,800
Evaluations/Studies etc...	AID Direct Contract	Direct Payment	480,000
	Contingency		442,200
PVO Subprojects	Grants (OPGs)	Cost Reimbursement	14,150,000
			\$16,000,000

Table 7.

Financial Summary

Technical Assistance	817,000
Commodities, Supplies	140,800
Evaluations/Audits	90,000
Studies, IESs, etc...	380,000
Contingency (25%)	442,200
Project Support Costs	0
PVO Subprojects/Contingency	14,150,000
	\$16,000,000

Best Available Document

LOGICAL FRAMEWORK

PVO 688-0247 (1991)

GOAL	VERIFIABLE INDICATOR	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Promote economic development through increased production incomes and well-being at the community level</p>	<p>Increased number of people participating and benefiting from Child Survival, Natural Resource Management and enterprise promotion in 1997 compared to 1989 figures, thanks to the interventions of PVOs and NGOs.</p>	<p>GRM records from the Ministries of Health, Employment and Civil Service, Education, Livestock and Environment, Agriculture, Industry, Transport and Tourism, and Territorial Administration and Grassroots Development</p> <p>PVO/NGO records.</p>	<p>The GRM continues to maintain generally positive institutional relations with PVO/NGO community</p> <p>Economic and financial stabilization programs implemented by the GRM</p> <p>The political climate remains stable.</p>
<p>PURPOSE</p>			
<p>To assist U.S private-and-voluntary organizations in Mali in partnership with Malian NGOs and communities to promote and support USAID strategy objectives through improved outreach programs in child survival, natural resource management and microenterprise development.</p>	<p>16-20 grants are made to AID registered PVOs and their local NGO partners, approximately equally apportioned in the three sectors.</p> <p>Grants will promote PVO long-term development commitments and long-term PVO-NGO partnerships</p>	<p>AID project files.</p> <p>Lead sector PVOs reports and files.</p> <p>PVO grantees' reports and files and action-research projects.</p> <p>Baseline PVO assessments.</p> <p>Audits of accounting records.</p> <p>Site inspections.</p> <p>Evaluations.</p>	<p>U.S. PVOs are willing to abide by AID regulation for assistance and Malian NGOs fulfil requirements for registration with AID.</p> <p>GRM policies allow decentralised activity and growth in the social economy.</p> <p>There is a sufficient resource base at the village and local level to sustain development activities.</p> <p>Provision of certain services through PVOs is more cost-effective than alternative approaches.</p>

Best Available Document

OUTPUTS			
<p>1. Three PVO pivot coordinating groups will have been created, and each will have achieved greater knowledge, exchanges of experience, and the development of an NGO strategic action plan for each sector. Partnerships will have benefitted both PVOs and NGOs, so that some Malian NGOs may register with AID.</p>	<p>1.1 Grants will have been made to each of the three groups. 1.2 Actions will have been carried out and strategic plans will have been developed. 1.3 Better performance in management systems and accounting will have been achieved.</p>	<p>USAID Files Group-Pivot reports Audit, NGO annual reports, internal rules and systems</p>	
<p>2. Health: Child survival rates will have been improved through lower levels of mortality and morbidity</p>	<p>2.1 Reduced neo-natal and infant deaths 2.2 Reduced incidence of preventable morbidity: diarrhea and EPI-targetted diseases.</p>	<p>Ministry and PVO records at cercle and arrondissement level.</p>	
<p>3. Incomes: higher incomes will have been achieved especially for women.</p>	<p>3.1 Increased agricultural productivity. 3.2 Better technical equipment and knowledge. 3.3 Improved community group organization for collective production, transformation and marketing.</p>	<p>PVO project files, research-action reports, surveys and gender analysis</p>	<p>No serious drought will occur to offset project impact</p>
<p>4. Environment: Improved opportunities for a balanced "ecodevelopment" will have been created.</p>	<p>4.1 Better soil and water management techniques. 4.2 Communal organization of village domain and resources. 4.3 Better hygiene in home and environment.</p>	<p>PVO research-action studies or surveys.</p>	
<p>5. Job Creation: Increased employment will exist through creation and improvement of small and micro-enterprises, particularly for women.</p>	<p>5.1 70 new enterprises created, and 350 jobs. 5.2 Training for 250 existing or candidate entrepreneurs, with personal follow-up. 5.3 Training will have led to better efficiency, profit, and employment. 5.4 New technologies will have been adopted.</p>	<p>PVO project files, reports, action research project surveys. Training course reports. Surveys and gender analysis Surveys and gender analysis</p>	<p>GNP policies will continue to favour the no-formal sector</p>

INPUTS

PVO SUBPROJECTS	14,150,000		
TECHNICAL ASSISTANCE	817,000	USAID	Project funding will be timely out of AID/W.
SUPPORT COSTS	140,800	Records	
EVALUATION/STUDIES etc...	450,000		
CONTINGENCY	442,200		

PVO CONTRIBUTION TO SUBPROJECTS	4,000,000	
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TOTAL INPUTS	20,000,000	
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STRENGTH WEAKNESS ANALYSIS

PROVISIONAL ANALYSIS OF PROJECT

PROJECT : DRYLAND FARMING IMPROVEMENT
 US PVO : NEF DCUENTZA
 MALIAN NGO:

SELECTION CRITERIA FOR SUS-PROJECT PP. 688 - 0247 ANNEX 3

The following criteria will be used to evaluate the PVO applications for award of cooperative agreements

STRENGTH - WEAKNESS CHART

CRITERIA	POINTS	STRENGTHS	WEAKNESSES	CATEGORY	POINT/LOSS	
1. <u>Organization and Clarity of Application</u>	25	organization: v.g clarity: v.g	No plans 2 sudy photos	D	0	
2. <u>PVOs Previous Experience</u>	150					
a. Development Experience: Demonstrated experience in designing and implementing projects in developing countries, particularly in Africa	(30)	Founded 1919 Excellent knowledge North Mali	Main experience Mid East			
b. Demonstrated capability to provide home office support, including logistics, recruitment and personnel support	(20)	Apparently successful, flexible, economic		F	0	
3. <u>PVOs Technical Expertise</u>	150					
a. Water Resource Development	(30)	Principal experience and expertise of NEF for 4 years mini-pepinieres; private well cooperative Cereal banks excellent Women are cited as intended beneficiaries of ACSA II: P.5	No in-house engineer: but they get advice outside	D	5	
b. Agriculture	(30)		Not relevant to this proposal	D	5	
c. Small - Scale Private Sector Development	(30)				D	N/A
d. Rural Credit	(30)				D	N/A
e. Projects focusing on the economic status and contributions of women	(30)			Not specifically targetted during first (pilot) phase	D	5

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4. Expertise of Proposed Long-Term Expatriate Staff					
	100				
a. Administrative skills	(50)	Outstanding pair of Mike Winter and Duncan Fulton: 20 years in Mali total	Technical skills learned on the job some failures:	F	0
b. Technical skills relevant to proposed program	(50)	Skills and techniques are highly appropriate: P.2 § 3	P.3 § 4	B	20
5. PVD Philosophy and Approach					
	150				
a. Attention to "bottom up" planning in designing work plans, identifying subprojects and preparing proposals	(50)	Clear "bottom - up" philosophy: P.2 § 4; P.4 § 1; P.5 § 2; P.6 § 2		A	0
b. Attention to involving communities in project implementation	(50)	Excellent results: P.3 § 2; P.6 § 2		A	0
c. Utilization of and support for private sector	(30)	community based, not private sector		H	N/A
d. Awareness and utilization of existing public sector services for activities related to this project	(50) (20)	Use of local services, training of their staff: P.4 § 2		H	0
6. Program Description					
	1250				
a. Responsiveness in proposal to realistic priorities as expressed by groups who would be the beneficiaries	(100)	Realistic technical priorities: P.1 § 1; P.2 § 4; P.4 § 3; P.6 § 2 Realistic social priorities: P.1 § 1; P.3 § 2; P.4 § 1		A	0
b. Responsiveness to goals of project sustainability by beneficiary populations, cost effectiveness and replicability	(50)	Realistic economic priorities: P. 2 § 2 Sustainability: P.4 § 1; P.6 § 2 Cost-effectiveness:	P.1 § 4; P.5 § 3	low cost: A	0
c. Responsiveness to capabilities and institutional needs of Malian MGO partner who will share responsibilities for intervention	(50)	Replicability: P. 1 § 4; P.3 § 4; P.4 § 4 Working with GUM Mina is the basis for the NEF forestry proposal	Training 200 farmers p.a. 4,966 F Equipment 50 villages 129,300 F Vehicule 50 villages 352,298 F Total 50 villages/prog 7,046,000 F No Malian MGO cited here.	C	25

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d. completeness of implementation plan	(25)		Implementation plan missing, although implied P.7 §1	D	10
e. Adequate proposed monitoring mechanisms and evaluation/research-action/RRA plans.	(25)	Monitoring every 15 days: P.5 §4; Annual evaluation in villages P.5 §5 action-research approach is excellent.	Monitoring is good at present. Will it be adequate for an expanded programme? This question is not	D	5
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7. <u>Training</u>	75		addressed.		
a. Appropriateness of proposed approach toward formal and informal training for community associations	(25)	Plan is to train "village technicians". This seems appropriate, but it will take longer than is implied in P.5 §5 "Animation" is the basic action of the project: P.5 §3	They'll need constant monitoring, so the NEF work-load will not diminish during the 3 years of ACSA II	E + A	10
b. Special attention to the training needs of rural women given their predominant role in traditional agriculture	(25)	Specific commitment to women farmers: P.5 §2	Women have not been a prime target in phase I	E + G	5
c. Attention to formal and informal training needs of staff	(25)	All staff of NEF have been trained well, and intensively, by the NGO	This is not explicit in the paper	E + C	5
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8. <u>Collaboration with or Creation of Indigenous NGOs</u>	75				
a. Completeness of plans to collaborate with an indigenous NGO, or local group	(50)	NEF work with NGOs in other projects: GUA Mina Coop-puisatiers	Not included here	C	25
b. Training plans to strengthen the indigenous group's capabilities	(25)	Training of communities is good	NGO not included here	C + E	10
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9. <u>Sensitivity to Social Factors</u>	75				
a. Awareness of social, economic and environmental conditions created or exacerbated by drought	(25)	High awareness of local social-economic conditions: P.2 §2; P.3 §1 - 2		D	
b. Responsiveness of proposal to the role of women in agriculture	(25)	Specific commitment phase II to women farmers: P.5 §2	deduction for phase I (see 7b)	B + B	5

c. Incorporation of local associations and other local organizations into project development plans	(25)	NEF is working with local services, village associations, close to CAC, Eaux et Forets etc. P4 92		A	0
10. Financial Contribution	150				
Demonstrated willingness to bring the PVD's own financial resources into Mali for project implementation, with a commitment to long-term ongoing development in this area		NEF is requesting 35 232 771 FCFA for 3 years: 117,000 \$US which is far below their total budget	NEF commitment is well-known but not explicit in this proposal	I	25
TOTAL	1000				170