CONTRACT NO. REDSO/WA-75-52

FINAL REPORT


MALI LIVESTOCK I PROJECT

Prepared for:
Ministry of Production
GOVERNMENT OF MALI
Bamako, Mali
I. INTRODUCTION AND SUMMARY

The objective of this contract was to provide a five man resident advisory team, short-term specialists and home office support to provide advisory, administrative, management, construction and procurement services to the Government of the Republic of Mali (GRM) in the following areas under the project known as MALI LIVESTOCK I:

1. Technical advice for expansion of livestock production by sedentary farmers in the Koulikoro and Douna regions;
2. Construction of and technical advice for the operation of a feedlot in Segou with annual capacity of 5,000 animals;
3. Clearing, seeding, construction of and technical advice for the operation of the Dcoukouloro ba Park managed grazing area;
4. Construction of and technical advice for the operation of a feedlot and managed grazing area in Tienfala with an annual capacity of 3,000 animals;
5. Procurement and placing into operation of vehicles and veterinary equipment and supplies;
6. Technical advice for the administration of a credit activity;
7. Overall project management, coordination and administration advice.

The contract was executed by Experience, Incorporated as the prime contractor with Checchi and Company as a subcontractor providing the two long term credit and range management advisors and some of the procurement services.

At the outset it was recognized by the Contractor as well as the GRM and AID that funding was not adequate to achieve the goals set forth in the contract. Priorities were established by GRM as follows:

First: Construction and operation of the Tienfala Feedlot.
Second: Implementation of the small farmer credit program.
Third: Construction and operation of the Segou Feedlot.
Fourth: Development and operation of the Doukouloomba managed grazing area.

With the completion of plans for both feedlots and examination of construction bids from sub-contractors for Tienfala it became obvious that construction funds were insufficient for even one feedlot. Although AID assured that additional funds would be forthcoming, construction of the Segou feedlot was never funded and activities at the Doukouloomba managed grazing area were delayed because of the lack of funds.

To reduce Tienfala construction costs, GRM suggested that sub-contracts be awarded only for the prefabrication of metal frames and roof supports for the buildings and
shades, the water towers, windows and doors and equipment for and installation of the water and electrical systems. Experience, Incorporated was requested to execute the actual construction of the Tienfala facility.

Reluctantly, the Contractor agreed to undertake the construction of the Tienfala feedlot. It was inaugurated on April 20, 1979.

The Small Farmer Credit Program was not affected by the underfinancing. The $400,000 designated for the credit fund was adequate. Malian field agents were supported by ECIBEV's administrative funds. The credit objectives were achieved and the contractor completed all required services in support of the small farmer credit program by the end of May 1978.

During the four-year project period, there were seven amendments to the contract:

**Amendment No. 1 (December, 1975)** Provides a broader explanation of AID source and origin regulations, and a broader interpretation of the Force Majeure clause.

**Amendment No. 2 (February, 1976)** Allows the Contractor 100% reimbursement for all Line Item 7 expenditures (project commodities and all construction costs).

**Amendment No. 3 (April, 1977)** Authorizes procurement of commodities from Code 935 "Eligible Source Countries" if a waiver from AID has been previously obtained. It also increases the unit value from $500 to $2,500 of any shelf item to be purchased locally.
Amendment No. 4 (April, 1977) and Amendment No. 5 (October, 1977) Streamline the method of payment for non-US procurement.

Amendment No. 6 (October, 1977) Makes certain revisions in the estimated composition of man-months of direct labor and in the budget line items. The negotiation of this amendment was initiated for the purpose of adding up to $700,000 to the contract to complete the funding for the procurement and construction activities. During the negotiation it was decided that no funds would be added to the contract and that the GRM would take over full responsibility for disbursing the additional funds directly to the suppliers of goods and services.

Amendment No. 7 (August, 1978 - but effective February 1, 1978). Relieves the Contractor of all responsibility for construction as well as procurement of commodities and services and limited the role of the contract team to that of technical consultants.

All services requested of the contractor were completed as of June 28, 1979 at which time the last member of the contract team departed Mali.
II. STAFFING

Experience, Incorporated technicians began arriving at Bamako in May, 1975. These included permanent team members:

Team Leader - Raleigh Yuhas  
Small Credit Advisor - Larry Harms  
Animal Husbandry Specialist - Warren C. Putman

Also included were the short-term personnel:

Administrative Specialist - Walter Mills  
Feedlot Design Specialist - Myron Paine

In June, Dr. James D'Amelio, Livestock and Range Management Specialist arrived and in December, Henry Van Blake, Animal Husbandry Specialist arrived, completing the permanent team. There have been six visits by Experience, Incorporated home office personnel and one by Checchi and Company.

In December 1975, Raleigh Yuhas was replaced as Team Leader by Warren Putman. Soon after, Henry Van Blake was transferred from Segou to the Tienfala feedlot and the second Animal Husbandry position was abolished as a result of the decision to postpone construction of the Segou feedlot. In May, 1978, the Credit Advisor was offered and accepted a direct hire position by USAID/Bamako and the position was abolished.

Dr. James D'Amelio, the range management advisor, died at his residence in Segou in October 1978. The position was abolished ending contractor's participation in the Doukoulomba range management activities.
A construction supervisor, Mr. William Aughenbaugh, was added to the team for a 10 month period beginning in December 1976 to help oversee the construction activities at Tienfala.

Personnel services were rendered as follows:

<table>
<thead>
<tr>
<th>Position</th>
<th>Months</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Team Leader</td>
<td>50</td>
</tr>
<tr>
<td>2. Animal Husbandry Specialist</td>
<td>38</td>
</tr>
<tr>
<td>3. Livestock and Range Management Specialist</td>
<td>41</td>
</tr>
<tr>
<td>4. Credit Specialist</td>
<td>37</td>
</tr>
<tr>
<td>5. Other Field Personnel</td>
<td>10</td>
</tr>
<tr>
<td><strong>Sub-Total:</strong></td>
<td>176</td>
</tr>
<tr>
<td>6. Construction Supervisor</td>
<td>10</td>
</tr>
<tr>
<td>7. Land Clearing Specialist</td>
<td>2</td>
</tr>
<tr>
<td>8. Feedlot Design Specialist</td>
<td>2</td>
</tr>
<tr>
<td>9. Administrative Specialist</td>
<td>3</td>
</tr>
<tr>
<td>10. Procurement Specialist</td>
<td>6</td>
</tr>
<tr>
<td>11. Home Office Supervision</td>
<td>4</td>
</tr>
<tr>
<td>12. Field Visits - Home Office</td>
<td>4</td>
</tr>
<tr>
<td><strong>Sub-Total:</strong></td>
<td>31</td>
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**Grand Total:** 207 Months
III. PROGRESS OF THE PROJECT

A detailed description of the progress of the project through May 15, 1978 was included in the Third Annual Report and those activities which were fully discussed in that report are not repeated herein. Contractor responsibility for procurement and construction ceased as of February 1, 1978 and all responsibility for the small farmer credit program ended in May of 1978. All remaining activities for which contractor had direct responsibility were satisfactorily completed by June 30, 1979 and appropriate certificates of performance have been received.

The principal construction effort, the Tienfala feedlot, was completed, put into operation and formally inaugurated on April 20, 1979. All project commodities were transferred to the GRM together with an inventory card system designated to facilitate continued control over the commodities. All household furniture and appliances were turned over to the contractor for Mali Livestock II. This action was approved in writing by the GRM.

As stated in the introduction, the Segou feedlot was never funded.

Progress at Doukoulomba was slow from the start because of inadequate funding for this activity. Dr. James D'Amelio, the range management advisor died in October 1978. Dr. D'Amelio's death came about the same time that an AID evaluation team raised a number of issues concerning the proposed activities at Doukoulomba. The contractor was never given specific information with respect to any decisions that might have been arrived at as a result of the evaluation team's recommendations. The GRM did however, abolish the
position which in effect, terminated contractor's responsibilities for the Doukoulomba range management activities. Contractor's team leader did continue to provide advice and assistance for the further development of Doukoulomba until his departure in June 1979.

For the 1978-1979 season at Tienfala, a total of 1431 animals were received at the quarantine station. Of those, 92 were rejected and the remainder were admitted to the feedlot. A final accounting is not yet available, but the first 461 animals to be sold had gained a total of 4,259 kg for an average gain of 9.24 kg per animal. Preliminary figures on 240 animals owned by ECIBEV indicate a net profit of 5534 FM per head or about $13.00.
IV. RECOMMENDATIONS FOR FUTURE GRM ACTIVITIES

Mali Livestock II was designated to continue the residual activities of Mali Livestock I. For this reason, it no longer appears appropriate for this contractor to make specific recommendations for future GRM Livestock activities. As part of our normal activities we have already provided a number of reports to the Director General of ECIBEV outlining specific recommendations for the continued management of the Tienfala feedlot.