

The SSE-Programme

Project review of

**Arid Zone Agricultural Development Project (DAZA)
in Macina Cercle in the region of Segou, Mali**

Implemented by CARE Mali

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Executive summary and recommendations

This project review of CARE Mali's development project DAZA was carried out less than a year after a thorough mid-term evaluation of the same project, and only a year prior to the project's planned phasing out (Dec. 1998). The review team's main task was to assess DAZA's follow-up of central recommendations of the 1996 evaluation, and to assess the sustainability of ongoing activities and partnership institutions. An effort was also to be made to clarify how some central des-engagement decisions in the project's history had been made and to assess the extent to which the project's increasing emphasis on women as a target group showed results.

DAZA's main objective is to increase the food security in its area of intervention in the cercle of Macina. In order to obtain this objective, it started by promoting gardening and agroforestry activities. From 1992 on, the focus shifted to an emphasis on increased cereal production and support to village cereal banks and small credit funds. This new approach has been developed in the years since, with increased accent on participatory methods and targeting women. The main activities presently carried out by DAZA correspond well with the project's food security objective. Moreover, the population appreciates them, a fundamental criterion to be fulfilled if a developmental activity is to have a chance of being viable when project support is withdrawn.

The 1996 evaluation report was predominantly positive. It recommended that DAZA continue to des-engage from gardening and agroforestry activities, while solidifying and consolidating its present agricultural extension and support to cereal banks and credit funds. However, the evaluation team also raised some central concerns. One concern was that no base-line study providing information about livelihood security conditions had been carried out. The choice of activities carried out were not the result of an analysis of the population's needs and priorities, but directed from above. Nor was DAZA in possession of information about variations in household food security that would allow the staff to assess whether their activities in fact benefited food-insecure households. Because of the lack of such information the evaluation team questioned the project's very possibility to target its interventions cost-efficiently in relation to the needs and priorities of the local population, and to assess the impact of its activities. A central recommendation was that DAZA gather information on household livelihood security and carry out a household wealth ranking study. If another phase or project is to be launched after 1998,

the analysis of these informations ought to form the basis on which new activities should be planned.

The review team's overall conclusion is that DAZA staff is to be applauded for the very thorough and serious work it has done since the evaluation report appeared in order to relate to these recommendations. The staff has put much planning, time and effort into developing a base-line survey and a household wealth ranking study. To assure that the information gathering was done in a professional way, DAZA staff elaborated the questionnaires and sampling techniques with support from expertise within CARE-Mali. Presently CARE-Mali trains staff members in SPSS and the analysis of data. The information obtained is in the process of being analysed. While DAZA is projected to end in 1998, CARE-Mali plans to continue working in Macina after that date. It is recommended that CARE-Mali/DAZA plan a new program both drawing on existing expertise within DAZA and on insights gained through the analyses of these surveys.

Another concern of the evaluation team was the long-term sustainability of ongoing activities. The present main activities within the agricultural component involve the diffusion of ameliorated agricultural production techniques and improved seeds, millet in particular. The increased cereal production obtained through ameliorated seeds is only viable to the extent that a sustainable breeder seed supply chain exists. Concerning millet, only part of the cercle had access to a viable seed supply chain. The rest of the area received ameliorated seeds through a supply chain that DAZA supported both organisationally and financially. In 1997 DAZA-staff has put considerable effort into establishing a viable breeder seed supply chain for millet. This has been done through drawing on the resources both of DAZA's defined main partners; village institutions and farmers, and on government institutions such as SSN and IER. Two multiplication sites for improved breeder seeds have been established, and project staff trains farmers to handle the provisioning and multiplication on their own parcels, with long term sustainability as the aim. The chain is presently heavily subsidised by DAZA, and experience shows that from 2-5 years is required for such a chain to be self-sustainable. Our conclusion is that the endeavour is praiseworthy, but started too late. We encourage the project to continue to solidify and consolidate its efforts to ameliorate the chance of creating a viable seed supply chain from now till the end of 1998.

DAZA's second main component, SEAD, consists in establishing and/or rendering viable village or intra-village cereal banks and small credit funds. DAZA presently provides financial as well as organisational support and training to 42 such structures. The low literacy level, low knowledge of accountability etc. within the local population form major constraints to be overcome for these structures to become viable. DAZA's collaboration with CARE Macina's functional literacy project and the creation of a component for institutional support this year reinforce each other and increase DAZA's capacity to train villagers in an appropriate way. However, the demonstrated weak functionality or viability of most structures (only 2 are "in good health") indicates that many structures will be non-viable at the end of 1998. We recommend that DAZA concentrates its efforts from now to Dec. 1998 on solidifying and consolidating already established structures to enhance their chance of becoming institutionally sustainable, rather than create yet new ones.

In view of the ongoing democratisation and decentralisation process going on in Mali we recommend that DAZA continue to its efforts to collaborate with PNVA, SSN and other relevant organisations that will become operational in its zone of intervention in order to produce synergy rather than duplicating interventions. DAZA's planned dispersion of the contents of new legal codes and texts to the local population is encouraged. In order to increase the possibility of village and intra-village institutions to engage themselves and be considered as partners by other organisations in the decentralisation process, we recommend that DAZA increase its efforts to help structures become formalised.

Despite the fact that DAZA since 1994 has had as an objective to target women, women as still far from benefiting from DAZA's interventions to the same extent as men. The ongoing reflections on how to achieve a better integration of women are encouraged. DAZA is recommended to emphasise ongoing activities that favour women within the present phase. When planning for a new phase or project, DAZA is encouraged to emphasise activities that enhance female participation.

In view of the large efforts furnished by DAZA to address the recommendations of the 1996 evaluation, we recommend that the project be given financial support and time to consolidate its present efforts and develop a new program. Another evaluation should take place no earlier than 2-3 years from now.

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Acronyms

ARN	L' Agriculture Ressources Naturelles
BNDA	Banque Nationale de Développement Agricole
CMDT	Compagnie Malienne de Développement Textile
DAZA	Développement en Zone Aride (Development of Arid-Zone Agriculture)
GRM	Government of Mali
IER	Institut d' Economie Rurale
MTE 96	Mid Term Evaluation Report 1996
ALPHA	CARE-Macina's functional literacy project
PNVA	Program National de Vulgarisation Agricole
PRA	Participatory Rural Appraisal
PSLT	Long Range Strategic plan July 1997-June 2002 for CARE International in Mali
RAAKS	Rapid Appraisal of Agricultural Knowledge Systems
RI	Renforcement Institutionnel (Institutional reinforcement)
SDA	Service de Développement Agricole de Macina (Service d' Agriculture)
SEAD	Small Economic Activities Development (SEAD in French)
SSN	Service Semencier National de Segou
TOR	Terms of reference

Basic project data

Name: DAZA (Development of Arid-Zone Agriculture)

Recipient country: Republic of Mali

Project area: the arrondissements Sarro, Saye, Central and Monimpé in the cercle of Macina, region of Segou

Sector: agricultural extension and institutional support (cereal banks and credit funds)

Responsible authority on recipient side: CARE-Mali

Objectives: Final objective: To improve food security for 2500 households in 60 villages within the cercle of Macina from now to December 1998. Intermediary objectives, all to be achieved by Dec. 1998: 1) 2000 households in 60 villages should increase their cereal production by 10-15% in a sustainable way. 2) 50 local structures should be able to manage their monetary resources in a sustainable way. 3) 20 local structures should assure a stock of cereals equalling 15% of their village's annual need in a medium year.

Project period: Phase I: 1986-1993, Phase II: 1994-1998

Funding: 100 % funded by NORAD, Norway through the SSE programme,
Phase I: 22.107.854 NOK, Phase II: 9.199.582 NOK

Scientific and technical advisor for NORAD: NORAGRIC

Currency equivalent: 100 FCFA = 1 FF = 1,2 NOK.

Superior technical, juridical and financial responsibility: CARE-Norway in dialog with CARE-Mali

1 Introduction

Care-Mali's development project in Macina, Development of Arid-Zone Agriculture (DAZA) is into its second phase, defined to last from 1994 to Dec. 1998. With the final goal of increasing food security in the area, the present core activities fall within three main components: 1) agricultural extension, 2) support to village institutions and 3) institutional reinforcement. At the end of this period the project plans to des-engage. A mid-term evaluation (in this review referred to as MTE 96) of phase II took place in November 1996. The evaluation was mainly positive, underlining the high quality of a committed staff, its sustained contact with project beneficiaries, its use of participatory methods, its will to de-emphasise or curtail activities that had not produced significant results, and its efforts to sustain ongoing activities. However, the evaluation team also stated some major concerns and criticisms. DAZA had not gathered systematic information about household livelihood conditions and wealth differences in its zone of intervention. This lack made it difficult to assess the extent to which DAZA's core activities corresponded to the principal needs and priorities of the local population. It also made it difficult to develop meaningful impact measures. Finally, DAZA defined farming households and farmer structures as their main partners. However, it was not known whether the activities carried out in fact benefited the stated target group; food-insecure households. To address these problems, the team recommended that DAZA should gather types of information that would allow the project to better orient its activities in relation to its objectives, its target groups and the populations' needs and priorities. In view of the phasing-out of the project at the end of 1998, another concern was the non-sustainability of some central activities.

The evaluation was carried out only 10 months prior to this project review. A major objective of the review is to assess DAZA's follow-up of the evaluation's central recommendations. In particular, the terms of reference asks us to assess the sustainability of activities and institutions which have been established in the project in view of its phasing-out in 1998, a major concern in the evaluation report. The TOR further asks us to emphasise how certain des-engagement decisions have been taken, and to review the project's achievements concerning women as a target group (see Annex 1: Terms of Reference). One main concern of the 1996-evaluation was the long hierarchical line between field agents and decision

makers. The present TOR does not ask us to assess the follow-up of recommendations in this area, and the review does not concern itself with these.

The review team consisted of Gunnvor Berge, social anthropologist and researcher participating in the Mali-Norway SSE-research collaboration, Boubacar Ba, jurist, institutional analyst and independent consultant and Gry Synnevåg, Dr. Scient, researcher at Planteforsk with previous engagements in Mali both within development and consultancy.

The team arrived in Macina September 25th, and left Oct. 1 (see Review programme, Annex 2). Methodologically, the team emphasised interviews with CARE-staff in Macina and document research. We also spent 2 days visiting certain villages with whom DAZA has developed partnerships, chosen in collaboration with DAZA staff. DAZA defines its principal partners as local farmers and community-based organisations and social structures, not state services or other NGOs working in the area. The intention of the field visits was mainly to meet DAZA partners to form an impression of local participation and the functioning and viability of central activities. In Norway a meeting with a member of the 1996-evaluation team, as well as with CARE-staff, took place before departure to Macina. In Mali two very useful debriefings were held, one with DAZA staff in Macina and one with CARE-Mali staff in Bamako (see List of persons met, Annex 3). We were also received by the cercle's commandant, while the only state service that collaborates with DAZA to a considerable extent, the Agricultural Service, was unavailable during our short stay.

The review team would like to express our thanks to the villagers and organisations taking time off a busy schedule to meet us. We extend our thanks to the DAZA staff for their warm reception, kind support, free sharing of experiences, documents and information, and for the savoury dinner the last night.

2 Background and project setting

The project area straddles the Niger River, and touches the intensely cultivated Operation Rice-zone. The southern part of the project area is an alluvial plain lying between the Niger and the Bani rivers. The soil is heavy to work, but relatively fertile. North of the river, the alluvial soils give way to sandy soils which are easier to work, but less fertile. The main ethnic group is Bambara, while Bozo/Somono and Fulani constitute substantial minorities (see Annex 4). In addition, an unknown number of transhumant Fulanis enter the

project area for a period after the rains, but no activities are carried out with these as a target group.

The rainfall is relatively low, variable and unpredictable both in time and space (1993: 326,8 mm, 1994: 454,6 mm, 1995: 424 mm, and 1996: 488,2mm). However, until the 1972-73 drought, most households in the project area were to a greater or lesser degree food-secure. The population with whom DAZA works states agriculture as the principal activity, with husbandry and small-scale trade as important secondary activities. The secondary activities grow in importance as food insecurity increases. Men are responsible for the production of staples (mainly millet), women for the food ingredients accompanying the staple; the “sauce”. In addition, women are responsible for bridging the food gap when the staple is insufficient (MTE 96:11-14). During the last 20 years, many households in the area have been sliding into chronic food insecurity (Davies 1996).

3 The project: History and organisation

In an effort to respond to the food insufficiency experienced by the population after the drought cycle that culminated in 1984, CARE-Mali started free distribution of seeds and tools for vegetable gardening (maraichage) in Macina in August 1985. Experiencing the difficulties that parts of the population had in making food needs and production capacities meet, CARE decided to start an agricultural development project, DAZA, in the same area, with increased food security as its objective. Later CARE-Mali started a health project and a functional literacy project, ALPHA, in Macina. DAZA is 100% financed through the Norwegian SSE-programme, and has lately received an annual financial support of about 3 mill NOK. The three projects have different donors, and have engaged i villages independently of each other. With the intent of creating synergy CARE-Macina has lately opted for increased co-ordination and collaboration between the different projects. They are co-ordinated by one person, the highest responsible stationed at the level of CARE-Macina.

The way in which the DAZA defines its phases is somewhat confusing, as major changes in orientation and activities have taken place within what the project refers to as the same phase. The project’s first phase lasted from 1986-1994. During this phase, DAZA shifted away from free input distribution to promote gardening activities, improved granaries and improved wood stoves. In accordance with the “lutte contre la desertification” philosophy

of the time, a number of agroforestry activities were promoted to prevent deforestation. In 1988, the promotion of improved granaries and fuel-efficient cooking stoves was discontinued as recommended by an external evaluation. In August 1992, CARE's Regional Technical Advisor for SEAD introduced the idea of promoting cereal banks and village credit funds, an idea DAZA started implementing already late the same year. Concerning its agricultural activities, DAZA's project management team was influenced by the World Bank-GRM "Programme National de Vulgarisation Agricole (PNVA), whose methods it duplicated, sometimes in the same villages and even with the same villagers as PNVA (MTE 96:16). At the end of 1993, an external evaluation supported the ongoing reorientation of DAZA's activities. A de-emphasis on agroforestry and the elimination of subsidies on inputs for gardening gradually took place, in accordance with CARE's changing politics throughout the Sahel.

While retaining its food security objective, the twist towards agricultural extension and the promotion of village institutions has become further elaborated and reinforced during DAZA's second phase. Presently DAZA works with members of some 2000 households in 52 villages within four of Macina's five arrondissements (Sarro, Saye, Central and Monimpé). DAZA's activities are presently divided into three components: 1) agricultural extension (ARN) which started in 1986, 2) support to credit funds and cereal banks (SEAD) which started in late 1992, and 3) institutional reinforcement (RI). RI grew into a component in its own right through the hiring of a supervisor with this as his field in January 1997. DAZA has one project leader co-ordinating the three components, which in their turn are headed each by a supervisor. Below the supervisors are the nine field agents. They engage in all of DAZA's activities with villagers and relate to the supervisors of all three components (see Annex 5, organisation chart).

4 The relationship between objectives and activities

In Dec. 1995 the final objective of this phase was defined as follows: "to improve food security for 2500 households in 60 villages within the cercle of Macina from now to December 1998". DAZA has defined three intermediary objectives, all to be achieved by Dec. 1998, in an effort to operationalise the final objective: 1) 2000 households in 60 villages should increase their cereal production by 10-15% in a sustainable way, 2) 50 local structures should

be able to manage their monetary resources in a sustainable way and 3) 20 local structures should assure a stock of cereals equalling 15% of their village's annual need in a medium year.

To attain these intermediary objectives, DAZA implements a number of core activities in two main domains; agricultural extension and support to village institutions. To increase the food production, DAZA's ARN-component works to along two axes: training farmers in improved cultivation technologies and introducing higher yielding early maturing millet. To attain the second and third goals is the responsibility of DAZA's two components SEAD and RI. The second goal has resulted in the financial and organisational support to in all 19 credit funds. To obtain the third goal, DAZA has started in all 23 cereal banks receiving similar support.

The review team finds the core activities carried out in response to the intermediary objectives relevant both in relation to the objectives, and in relation to the final objective. Moreover, as far as we could ascertain, DAZA's partners appreciate the activities. But because of the lack of base-line data, the reflection stated in the 1996 evaluation report in this regard is highly relevant; "It is possible, but by no means certain, that DAZA's food security objective is effectively addressed by its current organisational development strategy" (MTE 96:19). The evaluation team recommended that DAZA should gather information on household livelihood security and differences in household wealth. Such information would allow the staff to assess whether their activities in fact benefited food-insecure households in a cost-efficient way relative to the needs and priorities of the local population. DAZA staff has carried out both a base-line study and a household wealth ranking survey since the 1996 evaluation took place. In the elaboration of questionnaires, the DAZA staff has collaborated with CARE-Mali's S/E co-ordinator. To the review team, the questionnaires seemed well targeted in relation to the shortcomings in knowledge that they were intended to amend. The sampling methods (cluster sampling) seem suitable for allowing the staff to generalise their findings, and the studies may hence serve as a basis for future planning. The S/E co-ordinator presently trains DAZA-staff in SPSS and assists in the interpretation and analysis of the surveys. The data analyses are expected to end by December. Whether the activities presently carried out by DAZA are those that with the least input will obtain the highest impact in relation to stated target groups, can only be ascertained when the results of the surveys are available. The information obtained, together with DAZA staffs' experience, should be drawn

upon in the planning of a third phase or new project after 1998, with an emphasis on choosing activities that meet local needs and priorities and defined target groups. In particular, we recommend that DAZA should give preference to activities that favour and are given priority by women and food-insecure households.

What is possible to assess without background information, however, is the viability of DAZA's present activities.

5 Ongoing activities and their viability

This chapter contains a short presentation of specific core activities that are carried out within each of DAZA's three main components. Emphasis is put on assessing the extent to which the recommendations of the 1996 evaluation have been taken into account, the specific phasing-out procedures and the long-term sustainability of each activity.

5.1 *The agricultural component (ARN)*

5.1.1 Ameliorated breeder seeds

The principal activity of the populations in Macina is agriculture, and millet is by far the most common staple cultivated (see Annex 4). The observed decrease in production has been related to overexploitation of the soil and short fallow periods, mono-culture, and vegetation loss. The first part of DAZA's second phase agricultural strategy has been centred on: 1) identifying and testing different improved cultivation technologies such as organic manure, contour ploughing, draft animals and techniques of field spacing and plant selection intended to prevent cross-breeding between improved and native strains of millet, 2) identifying and testing ameliorated seeds and 3) spreading retained techniques and varieties. During this last and consolidating part of phase II, all testing has been stopped, and the efforts are concentrated on spreading the retained techniques and varieties.

During our short stay we were not able to get much information about the impact or sustainability of the introduced improved cultivation techniques, which will largely depend upon local mastery and appreciation. On DAZA's test-plots for ameliorated seeds, the production increased by 30 % in relation to traditional millet when using millet Toroniou C1, and by 51% when using sorghum CSM63 (see Annex 6). Presently about 50% of the farmers use ameliorated early-maturing millet on about 80% of the cultivated surface. Concerning

improved seeds, our impression corresponds with that of the 1996-evaluation team; farmers appreciate them. Thus the first criterion for any activity to be sustainable after the withdrawal of external support, local self-interest in participating, is met.

Millet is a genetically volatile, open pollination plant that easily crossbreeds. Farmers are recommended to renew their ameliorated millet with fresh, unadulterated seeds from the GRM input supply chain once every three years. The second criterion for viability as far as millet breeding-programmes is concerned, is the existence of a durable supply chain of breeder seeds. Prior to 1997, only one multiplication site for ameliorated millet breeder seeds existed in DAZA's intervention zone. Situated in Kelle, this site has been established independently of the project and has shown itself to be viable. It provides Toroniou breeder seeds to farmers in 41 villages in the arrondissement of Sarro, but has no capacity to expand its production to cover the needs of the whole cercle. The existing supply chain to other farmers was heavily subsidised by DAZA as well as by other agents such as Ciba Geigy and GRM (MTE 96:31-32).

In 1997, DAZA took on the role as driving force to create two other multiplication sites for ameliorated millet breeder seeds, one in Tangana and one in Saye. In Tangana, the project established a village structure that will be responsible for the production, acquisition of inputs, stock management and selling of breeder seeds to in all 9 villages. In Saye, the production of breeder seeds is managed by the credit fund, which pays 100 FCFA/kg to the producers, and sells for 120FCFA/kg on the market.

Several partner institutions are involved in this effort to create a viable seed supply chain. DAZA's phasing-out plan is based on establishing links between farmers and state institutions being responsible for the provisioning of seeds, as well as on training farmers to produce breeder seeds for sale. This first year, DAZA organises, trains and gives technical as well as financial support to participating farmers. DAZA buys and brings the breeder seeds to the farmers, who pay purchase price for the seeds. DAZA also pays the necessary phytosanitary equipment to be used by farmers, and subsidises fertiliser by 50%. Villages contribute by setting a parcel aside for the cultivation of breeder seeds, and particular farmer households carry out all the necessary work on the parcel; preparation, sowing, fertilising, applying insecticides, weeding, harvesting, selling (see contract with a farmer, Annex 7). The village also gives a financial contribution to a fund in order for the activity to become self-supporting. SSN trains both DAZA agents and local farmers, and visits the test-parcel twice.

Its activities are paid for by DAZA. IER controls, certifies and tests the quality of the produced seeds, and DAZA pays for 2 yearly field-visits. SDA offers technical support in collaboration with DAZA.

DAZA's engagement in spreading improved millet has the potentiality of increasing the food security of the area, and hence the activity indirectly benefits whole households. The large majority of directly involved partners and beneficiaries are, however, male.

DAZA is to be applauded for putting a lot of thought and effort into trying to establish a sustainable chain for millet breeder seeds. The chain is in its first year, and as the description above demonstrates, heavily dependent upon DAZA both financially and organisationally. The creation of a sustainable seed chain started too late in relation to DAZA's phasing-out plan. From experience elsewhere, to establish a sustainable seed supply chain requires minimum 2, maximum 5 years. However, if DAZA had not put effort into creating a viable supply chain the whole activity would have been unsustainable. We therefore support DAZA's decision to concentrate much effort into the establishment of a viable seed supply chain, and encourage DAZA to continue these efforts.

5.1.2 Agroforestry

In 1992 the decision was taken at the level of CARE-International to des-engage in agroforestry activities in the Sahel. DAZA then curtailed its activities, seeking to transfer more of the knowledge and techniques to local farmers, most of whom were men. The decision to further decrease agroforestry activities was supported by the 1996-evaluation team, a recommendation DAZA in broad lines follows by mainly providing technical follow-up on demand from local farmers.

DAZA continues to gather a number of informations on agroforestry (number of different species planted, number of persons involved), but it has so far not engaged in an analysis of the impact of these results. We recommend that DAZA carry out an impact study of its agroforestry experience. The report can function as a final report on the expected and unexpected impact of the agroforestry component of the project. It can also serve as a lessons-learnt report concerning how the phasing-out procedures that DAZA has developed functioned in this field.

5.1.3 Gardening

Gardening activities were carried out in the zone well in advance of DAZA's engagement in this activity, and are important for several reasons. Gardening provides a household with whatever vegetables it consumes to accompany the staple, and there is a strong correlation between a varied "sauce" and low malnutrition rates. Gardening is also directly related to food security by being an activity that is increased in bad years. When farmers see that the production from other activities will become insufficient, they engage in gardening to increase their food production and bridge the hunger gap. In any year, sales of vegetables provide the producers, mainly women, with a monetary income.

A central objective of DAZA's first phase was to train villagers in 40 villages to understand and practise gardening techniques in order to increase and diversify garden production. In 1992–93 an evaluation team recommended that this activity should be gradually diminished to the profit of cereal production, as gardening was thought to be of "secondary" importance (MTE 96:25). At that time, in all 766 persons, of whom 80% were women, had benefited from DAZA's gardening activities. Another reason for de-emphasising gardening was that DAZA found that its technical assistance and training had been successful, and already was viable. Therefore the 1996 evaluation recommended that DAZA continue to phase out this activity. As the major problem had proved to be finding a lasting commercial source of reliable seed, the evaluation recommended that DAZA focus its efforts on consolidating and reinforcing the organisation of gardeners. To follow up this recommendation, DAZA in 1997 gave five female gardening groups, each of which had made a financial contribution, 24 000-50 000 CFCA on credit to buy ameliorated seeds.

Water is a general constraint for gardening, and the 1996-evaluation team established that DAZA had never worked to improve the exploitation of surface water. DAZA has decided not to give priority to this issue during its present des-engagement phase, a decision we support. However, due to the importance of gardening for women and for food security, we recommend that possible surface-water management activities or other water schemes be reconsidered in view of the findings of the surveys presently analysed in view of an eventual new project after 1998.

5.2 Cereal banks and small credit funds (SEAD)

Part of the major programmatic change that took place in DAZA at the end of in 1992 consisted in adding a new component with two activities; village cereal banks and small credit funds. These activities represented a major reorientation for DAZA as a project and for its staff, who were mainly trained within the field of agriculture. The programmatic change was, according to the 1996 evaluation report, “neither participatory nor well prepared” (MTE 96:37).

Several policy adjustments have taken place since. One took place a year later, when DAZA decided to give support not only to village structures, but also to intra-village groups. This decision was a result of the staff’s recognition that all SEAD-groups so far established were all male or male dominated, and the decision to target women taken in 1994. At the same time DAZA changed from offering multi-year loans to loans given on a yearly basis. It also left the 3-1 matching funds formula for a more flexible offer of loans from zero to three times the level of the capital of the bank or credit fund, or in exceptional cases even more. In DAZA’s experience, the capital of women’s funds is less than in male funds. This is explained both by the fact that women’s capital is lower than that of men, and by DAZA’s policy from 1994 to give smaller loans. The reimbursement time is decided upon by the structure within the limits of about a year.

In 1993 3 cereal banks and 6 credit funds were established, in 1997 42 structures in 34 villages are trained by the project. Of these, 11 are all female, 24 are all male, while 7 have both male and female members (Yattara 1997). In the mixed structures women may not, for cultural reasons, hold the positions of president, vice-president or cashier (Traoré et al 1997).

The 1996 evaluation report consecrates 30 single space pages to the description and analysis of cereal banks and credit funds. The following is intended as a very brief summary of main points and developments since.

Cereal banks usually have two main objectives; to improve the members’ or the village’s food security, and to accumulate village-owned capital. Within certain limits, an emphasis on capital growth may comply with or reinforce the cereal bank’s food security objective. But after a certain point, the cereal bank emphasises capital growth, the less likely is it to fulfil its food security objective. DAZA is very flexible in relation to accept where each

particular cereal bank chooses to put its emphasis. Cereal banks are predominantly all male or male dominated.

Small credit funds offer loans to their members against reimbursement with interest. Some credit funds have purely financial objectives; their goal is to be able to continue to provide credit to its members. Others have defined a collective objective for their fund in addition to providing its members with credit; to dig a canal (the village of Fiah), to buy a mill (Koutoumou), dig a well (Saye) (Report from exchange workshop March 17-19. 1997 in Sarro).

Both credit funds and cereal banks face many of the same organisational problems. These are a low literacy rate, low local mastering of the management of such structures, little knowledge about calculation and accountancy, local mistrust due to lack of transparency and prior experiences with corruption or embezzlement of funds, difficulties in elaborating articles of association. Besides offering financial loans in the beginning of the structure's life, DAZA therefore offers an increasing number of training possibilities for the members of the structures' management committees.

DAZA has elaborated a functionality grid that allows its staff as well as management committees to assess the viability of a particular structure (see Annex 8). The grid demonstrates strong and weak sides of each structure, and indicates where DAZA staff should spend its efforts to ameliorate each structure's financial and institutional sustainability. According to the number of points obtained, a structure is defined as in good, medium or poor health respectively. Of the 42 structures trained by DAZA, the latest grid analysis gave the following result: 57% of the structures were in bad health, 38 % were in medium health, and 5% in good health (Yattara 1997:2). No significant differences in health were recorded between cereal banks and credit funds that would indicate that one type of institution had a better survival rate than the other.

The 1996 evaluation report stresses the necessity to train several villagers in functional literacy and accounting. This both for the reasons of long term viability of the structure (labour migration is high), and in order to obtain transparency through increasing the number of members that can have a founded opinion of the committees decisions and management. To increase the functionality rate of its partner structures, DAZA has started to collaborate with CARE-Macina's ALPHA-project. ALPHA's agents train members of the SEAD.

management committees in functional literacy, book-keeping, accountability etc. in order to increase the performance of the organisation. DAZA has decided not to support structures in villages where ALPHA does not work, and presently pays one of ALPHA's field agents. Both decisions demonstrate DAZA's commitment to ameliorate the structures' institutional viability. DAZA's and ALPHA's collaboration clearly addresses some of the main bottlenecks in the sustainability of the structures. This collaboration is very necessary and much to be encouraged. DAZA has also benefited from the assistance of a Dutch woman who during her two-year stay in Macina elaborated a practical SEAD-guide for DAZA-agents (Hulsebosch 1997).

In an experimental RAAKS-study undertaken by CARE-Mali in Macina in 1996, it was shown that DAZA to a large extent created new partner structures rather than chose to work with existing structures. A surprising finding was that several village structures (for instance tons, women's associations, youth associations) showed themselves to be more functional than the structures established by DAZA, and subsidised the DAZA-established structures in different ways. The point that DAZA-supported structures could become more viable if built on existing and functional structures has been made both by Leblanc (1995) and the RAAKS-study. However, we did not obtain information about the extent to which this recommendation has been followed or tested by DAZA.

The existing structures are in different stages of institutional development. DAZA still continues to create new structures to attain the goals defined for this phase. Due to the limitations mentioned above, new structures would be expected to have a very low institutional sustainability. DAZA anticipates that 58% of the structures should have reached good health or sustainability by the end of 1998. Rather than create more structures in their final year, we recommend that DAZA concentrate its efforts on strengthening the institutional sustainability of already existing structures. The regular series of formal "retraining sessions" recommended in the 1996 evaluation report "to upgrade the skills and fill in the gaps that inevitably plague newcomers' ability to master new techniques" (MTE 96:49) is important in this respect. DAZA has so far not included retraining sessions as part of their phasing-out procedures, and we recommend that RI component develop retraining sessions.

However, DAZA organises inter-village workshops between a number of cereal banks or credit funds on a yearly basis. These workshops offer members of the different

management committees the possibility of self-evaluation and to exchange experiences and solutions to problems. The 1996-evaluation recommended that such inter-village workshops be held more than once a year. Due to their workload villagers maintained that once a year was enough, when this recommendation was discussed during this year's workshops.

Retraining sessions could possibly with benefit be held as part of the inter-village workshops.

Before 1996, DAZA travelled to the villages to hand out the annual loan to the village credit fund. From 1996 it required members of the funds' management committee to travel to DAZA head office to receive the loan, with the intention to prepare the fund's management committee for such a journey if other institutions are to take DAZA's financial role in the future. Because of the importance of transparency, one of the recommendations of the 1996 evaluation report (MTE 96:61-62) was for DAZA to reinstate the system that all transfers of funds take place in public in the village. DAZA staff sees the necessity of transparency for villagers to gain confidence in their credit fund management committee. On the other hand they know that no other financing institution will travel to the villages to hand out loans. DAZA's response to the recommendation was to leave for the village the first year, but ask them to come to DAZA's main office the following years. We find this solution a well-argued and sound compromise.

The only financial institution with the capacity to offer loans to villages in Macina besides DAZA is the BNDA. BNDA cut off all loans to the whole area just before the 1995/96 harvest, which "frustrated DAZA's policy of linking successful village institutions to the formal financial sector" (MTE 96). The incidence highlights both strong and weak points in DAZA's partnership approach. A strong point is that by supporting cereal banks and credit funds at the village or intra-village level to become self-sustainable, these structures are less likely to die because of lack of external support in the turbulent period Mali is now facing. In a time period when Mali's decentralisation policy is being moulded, very few have any clear idea about which state and para-statal institutions that will function at the cercle and commune level once the arrondissements have been dissolved. With the local deep-rooted and well-founded scepticism against state services and state employees, farmers appreciate the strategy. A weakness is that a successful decentralisation in Mali depends on local initiative engaging in the process. DAZA has so far only to a limited extent seen it as their task to prepare local farmers to see themselves as partners in this process.

Thus we find that DAZA sometimes uses its definition of main partners as an excuse to stand back and not engage itself in relation to the ongoing decentralisation process, even when this might in fact benefit its local partners. We would encourage DAZA to increase its efforts to relate to the ongoing decentralisation process in two respects. 1) The DAZA field workers, as well as the local population, have little information about the content of the decentralisation process; new legal texts, regulations, codes as well as new opportunities and possibilities. DAZA's programmed effort to vulgarise the content of these texts and openings to the local population should be encouraged and strengthened. 2) The decentralisation process foresees that village- and intra-village institutions can act as partners in relation both to NGOs and state services, credit institutions etc. engaging themselves in the zone. DAZA should help local partner structures to become visible and trustworthy partners to other institutions engaging in the decentralisation process. Such formalisation or officialisation implies help to develop written articles of association.

5.3 Institutional reinforcement (RI)

This component was established in January 1997, with the objective to ameliorate the performance and viability of cereal banks and credit funds. In collaboration with SEAD and ALPHA, the activities of the component revolve around ameliorating the structures' planning and articles of association, improving the utilisation of financial and human resources and developing ties with the outside (Yattara 1997:1). Given DAZA's increased priority of institutional reinforcement and the possibilities opening up through Mali's decentralisation politics, this development can only be encouraged.

6 DAZA's participatory approach

The participatory approach which DAZA has adopted since 1994 in its relations with villagers, implies that DAZA no longer start an activity in village without having received a demand from that village. It does not, however, signify that villagers may ask support from DAZA totally on the basis of farmers' own needs and priorities. The participatory approach has not been used in an analytical way to choose which activities to continue or which to phase out, but to choose where to work and with whom. The 1996-evaluation criticised

DAZA's participatory approach for consisting in offering local farmers limited choices within an already made closed box. CARE's de-emphasis on well-digging, gardening or agroforestry to the advantage of SEAD, is a point in case. Farmers are offered the choice to engage in certain pre-fabricated activities; a cereal bank *or* a credit fund. A reorientation from environmental activities towards market-oriented aid has taken place over most of Sahel during the 1990s.

This points to the fact that strong forces beyond DAZA, such as CARE-Mali and CARE-International as well as the World Bank strongly influence DAZA's field activities. Another central force restraining DAZA's possibility to give priority to local needs, is the limits on fund use defined by its donors. As stated in the evaluation report (MTE 96:20), project staff and donors commonly support participatory methods in principle. However, tensions between beneficiary needs and priorities and the vision of outsiders is particularly common where PRA techniques are introduced into longstanding projects whose earlier phases were characterised by central planning and the delivery of standardised technological packages, as has been the case for DAZA. It is recommended that DAZA use its staff's present expertise in combination with the analysis of the information gathered during 1997 as a starting point for the preparation of a new project or phase III. This foundation should then serve as a basis for negotiation with external partners influencing on the planning, such as donors.

7 DAZA's phasing-out strategy

For the sake of clarification, it is necessary to divide DAZA's phasing-out strategy into two types of des-engagement; 1) the gradual curtailing or total stop of some activities within the programme and 2) the activities that are continued, but where partners change.

The first type of des-engagement takes place after a formal decision to decrease or end a particular activity. Most of these decisions were taken from above or as a result of external evaluations. Gardening or agroforestry are cases in point. In such cases, DAZA has withdrawn active promotion of the activities but continues to offer advice and support upon request. As the staff receives a number of requests, these activities go on to a larger extent than what we expected from written reports.

The second type of des-engagement may be termed DAZA's phasing-out strategy proper. DAZA's own phasing-out vision is implicit in its plans and activities, more than formulated as an explicit strategy. It is intimately tied to the definition of its main partners as farmers and farmer organisations. The phasing-out strategy is part of an engagement packet. First, DAZA offers certain activities to particular farmers or farmer groups, then works in order for their partner to attain a certain level of mastery. DAZA des-engages from such partner relationship basically for two reasons. Either the partner is doing so well that DAZA finds it viable and in no need for further support. Or a partner performs so poorly that DAZA-staff, after having offered what it feels to be reasonable support, finds the results so low in relation to input that it withdraws. DAZA has no pronounced policy of withdrawal after a specific period of time (for instance two years), but evaluates each case. Concerning SEAD, the time span it takes for an organisation to reach a viable level of functionality did not become clear to us, but at least two to four years seemed necessary.

When an institution or a farmer reach a certain level of mastery, DAZA decreases its support slowly while extending support to new partners. The level of mastery required before which CARE-withdraws from active engagement as far as gardening, agroforestry, improved technologies or improved cereals is concerned, is not clearly defined. The intermediate objectives of the project do not function as criteria for phasing-out in relation to particular farmers, but as not yet achieved goals for the 1994-1998 period. As far as local structures are concerned, the elaborated functionality grid serves as a measure of a structure's mastery of a number of skills, and may hence be used to estimate the viability of the structure. This also permits the staff to increase its engagement in structures experiencing particular problems, and to withdraw support from functional structures.

In relation to the other SSE-Norwegian funded projects going on in Mali, DAZA is particular in one respect. DAZA's phasing-out vision does not anticipate that DAZA's facilitating role should be continued by a local partner or by certain state services after DAZA has des-engaged. The vision is to create viable structures at menage, village and inter-village levels. These organisations are only to some extent seen in relation to new development partners or in relation to the new communes.

Moreover, CARE-Mali has no intention of pulling out from Macina after Dec. 1998 (LRSP2: 6). It has decided that it will continue working in the area, and a new project plan is to be

elaborated for the years after 1998. We recommend that DAZA should get the opportunity to prolong the consolidation of certain activities, notably the creation of a viable supply chain for improved millet seeds and the solidifying of promising structures, for a limited time period of 1-2 years after 1998. We see no point in a new evaluation to be carried out at the end of phase II. We suggest that CARE-Mali/DAZA be given 1-2 more years to plan and start implementing a new project or phase, based on DAZA's present knowledge of their area of intervention and the analyses of the surveys carried out.

8 Major conclusions and recommendations

Conclusions	Recommendations
<p>DAZA's present activities, concentrating on improving agricultural production and creating or reinforcing village and intra-village structures to assure food security and a higher cash income for local farmers, are pertinent both in relation to the problems experienced in the area and in relation to DAZA's final and intermediary objectives.</p>	<p>DAZA is encouraged to continue its main ongoing and planned activities from now till the project's planned phasing-out at the end of 1998.</p>
<p>DAZA already has considerable experience in des-engaging in activities. No analysis of the long-term impacts of some of these activities, nor of the relationship between phasing-out procedures and impact have been carried out.</p>	<p>We recommend that DAZA carry out an impact study of its agroforestry experience. The study can function as a final report on the expected and unexpected impact of the agroforestry component of the project. It can also serve as a lessons-learned report concerning the functionality of DAZA's des-engagement procedures.</p>
<p>DAZA's effort to introduce ameliorated seeds is approved by farmers, but is viable only if a sustainable seed supply chain exists. DAZA's incentive to create such a chain as well as multiplication sites for breeder seeds is impressive, and a step in the right direction. Nevertheless, the solutions are in the process of being developed, and cannot be expected to be viable economically or institutionally for another 1-4 years.</p>	<p>DAZA is encouraged to continue these efforts from now till Dec. 1998, and to assess the necessity of continuing supporting the chain for a limited time period beyond that.</p>
<p>Most of the created or supported structures, i.e. cereal banks or credit funds, have a low or medium functionality rate and hence a low chance of viability at present.</p>	<p>The creation of the Institutional reinforcement component this year increases the capacity of the pre-dominantly agriculturally trained staff to train villagers within organisation and management, and is encouraged.</p>
<p>The project continues to establish contacts with or create new SEAD-structures in order to reach its final numerical objective. In view of the structures' low present mastering of literacy, management and accountability, DAZA's planned phasing-out by the end of 1998 leaves many structures with a low chance of viability.</p>	<p>DAZA is encouraged to concentrate its efforts to sustain the already substantial number of villages, menages and structures supported by the project, rather than to establish links with new villages and continue to create new structures from now to December 1998.</p>

<p>The collaboration with CARE-Macina's functional literacy programme neatly reinforces DAZA's objectives by addressing major constraints in the ability of the local population to organise itself. Hence this co-operation increases the viability of CARE-Macina's interventions.</p>	<p>The collaboration with CARE-Macina's functional literacy programme is particularly promising, and encouraged.</p>
<p>DAZA's decision to target women is more visible concerning SEAD and RI than in ARN. None of the activities carried out were chosen particularly because of their relevance for women. On the other hand, some of the activities from which CARE-is presently des-engaging (gardening, meal preparation), mainly concerned women. DAZA has started to collaborate with CARE-Macina's health project, which has a female component, to increase the level of reflection on how to target women.</p>	<p>Continued emphasis on women as a target group is recommended within the present phase. It is also recommended that DAZA, when planning for an engagement after 1998, target women through giving prominence to activities and institutions that facilitate female participation.</p>
<p>DAZA's planned effort to serve as an information link between villagers and the state through vulgarising laws, texts and codes that regulate the rights and activities of villagers is presently given low priority. This is an activity that is particularly important in view of the ongoing decentralisation process.</p>	<p>DAZA should develop its role as a link between villagers and state institutions concerning the vulgarisation of relevant texts and codes within the present phase. Moreover, DAZA should help local structures to become formalised and hence visible and trustworthy partners in the decentralisation process.</p>
<p>The recommendations to engage the gathering of information on livelihood security and variations in household wealth have been taken very seriously by DAZA. The staff has put considerable effort into developing and carrying out surveys. The information gathered is presently being analysed. The questionnaires are well designed, and cover basic gaps in the project's knowledge of the area and its population.</p>	<p>The analyses of the different studies should serve as a point of reference for the planning of a new project. This activity is already anticipated by CARE-Mali and DAZA from now to December 1998, and is highly recommended.</p>
<p>The project has put considerable efforts into responding to the major recommendations of the midterm evaluation, while at the same time working to solidify its ongoing activities.</p>	<p>The review team recommends to NORAGRIC that a new evaluation be postponed to the fall of 1999 or 2000, and that the project receives financial support to plan and engage in a third phase or new project after Dec. 1998.</p>

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Annexes

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Date: ÅS, 26.8.97

TERMS OF REFERENCE FOR THE REVIEW OF THE MACINA PROJECT

1. Background - Project objectives

CARE's Agricultural Project in Macina has been funded by the SSE-Programme since 1986. It has been through three phases and has a planned phase-out of activities in 1998. Main project components are vegetable gardening, agroforestry, cereal production and small-scale credit targeted towards women.

An internal evaluation was undertaken in November 1996. The main conclusion was that the project could show to positive achievements. Project staff were committed and operated in close contact with the local population and with a high degree of participatory methods. The project staff had also taken the consequence of impact assessments, thereby reducing emphasis on agroforestry and reduced subsidies on inputs. On the negative side it was concluded that there is a need for improved methods and further studies to assess the household food security situation. These include studies on : credit-system, the economic impact on different population groups of grain-banks, the need for improved seeds, the decreasing soil fertility, strategies to increase productivity through improved technology and/or inputs, fodder-production, watershed-management, plant protection measures. The evaluation also called for intensified effort on functional literacy training of the management groups leadership, in order to prepare for the phasing-out.

CARE is changing its implementation strategy for all projects. This comprises that activities are implemented in each village for a limited (and agreed) time of two years before they move on to other villages. From the reports it seems to be somewhat unclear whether CARE wants to continue in the area after this third phase of the project has been implemented.

CARE has also developed a partnership strategy in 1995, and is in the process of finalising the practical implications of this.

2. Project Review

The main purpose of the Noragric review would be to assess the sustainability of the activities and institutions which have been established in the project in view of the phasing-out of the project in 1998. Another important purpose would be to review the follow-up of the evaluation undertaken in 1996.

3. Issues to be covered

The more detailed issues to be covered would be :

Food Security Activities

A review of the approaches and achievements of the activities within horticulture and agriculture should be made.

The difficulties regarding grain banks should be assessed.

The follow-up of the proposed studies from the evaluation should be reviewed.

Approaches on how to improve the knowledge on livelihood security among project staff should be discussed.

Environmental Rehabilitation

The agroforestry activities have deliberately been scaled down after an assessment of the impact. Why and how these decisions are made should be reviewed.

Focus on Gender

The project has a large credit-component targeted towards women. The team should review the achievements made and look into the procedures of phasing out project support.

Project management and Phasing-out procedures

A general review of the phasing-out strategy of the project should be undertaken.

4. Scope and methodology

The team will review relevant background documentation such as annual reports and the evaluation report. During its field visit it will discuss with core project staff, the local population and the local authorities.

5. Composition of team

The team will comprise :

Gunnvor Berge (Team leader)

Main responsible for reviewing the phasing-out procedures.

Main responsible for reviewing the agroforestry component.

Gry Synnevåg

Responsible for the review of horticulture and agriculture activities and gender activities.

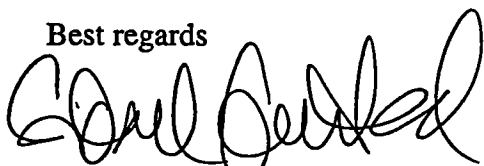
6. Timing and deadlines of review work

The field visit will take place in the period 26th September to the 3rd October 1997.

A debriefing of the teams main conclusions will take place with the project staff before the departure.

The team will write a short report from the review which will be submitted to CARE-Mali and CARE-Norway for comments before final submission to NORAD.

Best regards

A handwritten signature in black ink, appearing to read 'Sidsel Grimstad', written in a cursive style.

Sidsel Grimstad
SSE-Coordinator

Copy : NORAD
NORAGRIC archives

ANNEX 2: PROGRAMME FOR THE REVIEW TEAM
PROGRAMME DE LA VISITE DE NORAGRIC
DU 26 AU 30 SEPTEMBRE 1997

Date	Heure	Activités	Responsable
26.09.97	8h00-8h15	Présentation de l'équipe NORAGRIC aux autres projets	Rokia, Tangara
	8h15-10h00	Introduction, brève présentation du projet, activités menées	Rokia, Tangara
	10h00-10h15	Pause café	
	10h15-12h00	Questions de NORAGRIC au projet	
	12h00-13h00	Visite aux autorités (Commandant de cercle)	Rokia, Tangara
	13h00-15h00	Pause déjeuner	
	15h00-17h00	Rencontre avec le personnel (suite)	Rokia
27.09.97	8h00	Départ sur Tangara et Fing	
	9h00-16h00	1ère équipe: Visite de la parcelle de multiplication des semences des paysans diffuseurs et de la caisse de crédit féminine (femmes maraichères)	Boubacar
	9h00-16h00	2ème équipe: Visite de la banque de céréales de Fing	Modibo
	16h00	Retour à Macina	
28.09.97	8h00	Départ sur Saie Ngouma et Damidiè	
	10h00-16h00	1ère équipe: Visite de la caisse de crédit féminine de Saie, de la parcelle de multiplication des semences	Kadidia
	13h00-16h00	2ème équipe: Visite de la banque de céréales de Ngouma et du comité d'alphabétisation et des pépiniéristes de Damidiè	Morzouck
	16h00	Retour à Macina	
29.09.97	8h00-10h00	Rencontre avec les services techniques	Rokia, Tangara
	10h00-11h00	Rencontre avec le coordinateur du sous bureau (Tangara)	Rokia
	11h00-12h00	Rencontre avec le chef de projet par intérim (Rokia)	Rokia
	12h00-14h00	Pause déjeuner	
	14h00-17h00	Autres questions de NORAGRIC au projet	Rokia
30.09.97	8h00-16h00	Séance de travail de l'équipe	Gunvor, Gry, Bâh
	16h00-18h00	Restitution au projet	Rokia, Tangara

Annex 3: List of persons met

Macina

Bouaré, Bakary	Field agent, Bangou-Marka, DAZA
Camara, N'Fa Adama	Working on a thesis on pastoral wells
Daramé, Kadidia	Field agent, Saye, DAZA
Dembele, Modibo	Field agent, Folomana, DAZA
Diallo, Samba	Field agent, Monimpé, DAZA
Diarra, Rokia	Supervisor of the SEAD component, functioning project leader of DAZA
Dolo, Dogodiougou	Project leader of CARE-Mali's functional literacy project ALPHA, Macina
Kalapo, Alimatou	Field agent, Souleye, DAZA
Koyaté, Boubacar	Field agent, Central-Monimpé, DAZA
Sidibé, Famoro	Commandant of Macina Cercle
Sogoba, Mamadou	Field agent, Zambala, DAZA
Tangara, Younoussou	Head of the sub-office of Macina, co-ordinator of the three CARE projects
Traore, Aminata	Field agent, Sarro, DAZA
Yattara, Maurzouek O.	Field agent, Matomo, DAZA
Yattara, Yassilim	Supervisor responsible for the DAZA RI component

Villages in Macina cercle

Village of Damidié: the tree nursery responsables

Village of Fing: Members of the cereal banks management committee

Village of N'Gouma: Members of the management committee of the cereal bank
Committee for functional literacy

Village of Saye: The management committee and members of the credit fund for women
The two farmers responsible for the multiplication sites for breeder seeds
The tree nursery responsible

Village of Tangana: The management committee and members of the female credit fund
Farmers responsible for the multiplication sites for breeder seeds

Bamako

Rachel, Linde	Coordinator, Monitoring and Evaluation, CARE-Mali
Wallace, Steve	Director, CARE-Mali
Djiga, Aly	Coordinator ARN, CARE-Mali
Bouaré, Diawary	Coordinator RI, CARE-Mali

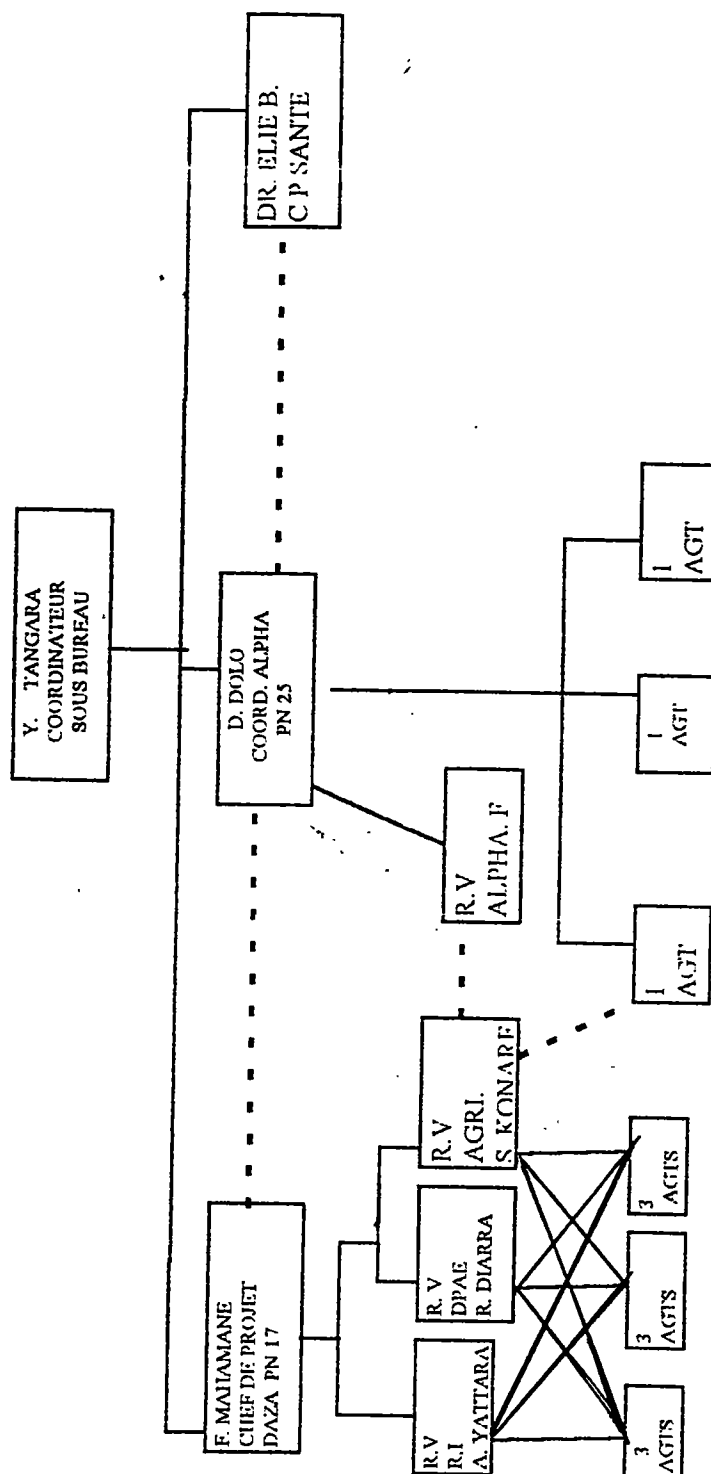
Norway

Angstreich, Michael	Programme director and Assistant national director, CARE-Norway
Fadill, Inger	Programme officer, CARE-Norway
Kauck, David	Member of 1996 midterm evaluation of DAZA, Programme coordinator for CARE- Western & Southern Africa

ANNEX 4: SOME PRELIMINARY RESULTS FROM DAZA'S BASE-LINE SURVEY

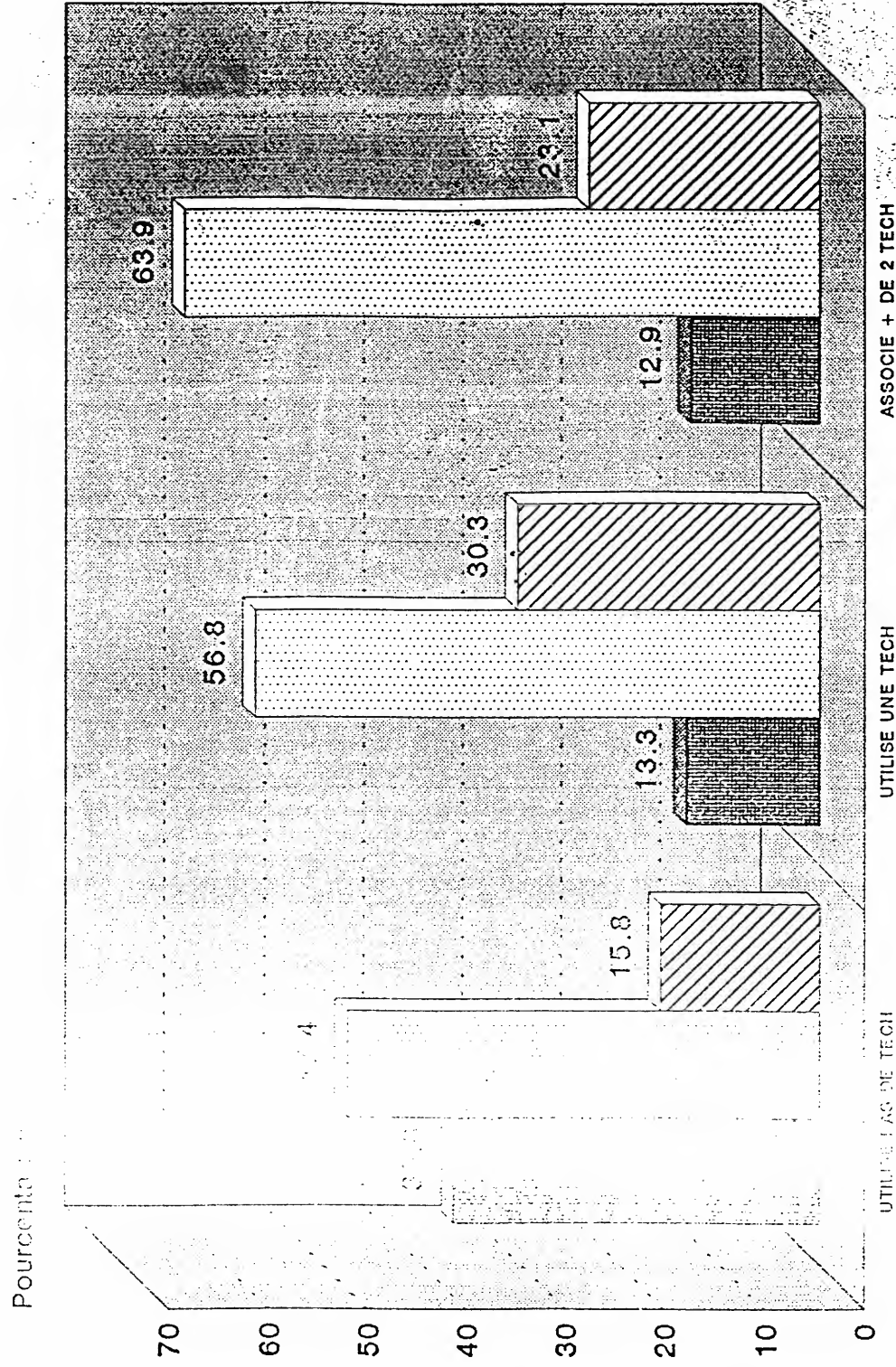
Villages encadrés par le projet:	52
Ethnies dominantes	
Bambara	53,1 %
Bozo/Somono	10,2 %
Peulh	7,2 %
Repartition population :	
<u>Par sexe</u>	
Masculin	50,2 %
Féminin	49,8 %
<u>Par âge</u>	
0-13 ans	44,5 %
14-55 ans	46,8 %
Principales spéculations cultivées	
Mil	90,7 %
Riz	7,0 %
Sorgho	2,3 %
Emigration	
14-55 ans	46,8 %
<u>Occupations principales:</u>	
Prestation de service	35,4 %
Manoeuvre	19,5 %
Pêche	12,0 %
<u>Motivation:</u>	
Economique	83,4 %

ANNEX 5: ORGANISATION CHART **ORGANIGRAMME CARE MACINA**



ANNEX 6: SOME RESULTS FROM DAZA'S TEST PLOTS FOR AMELIORATED SEEDS

AUGMENTATION DE LA PRODUCTION DUE AUX TECHNIQUES AMELIOREES



1 à 2/AN 3 à 5t / An PLUS de 6t ET +

ANNEX 7: CONTRACT BETWEEN DAZA AND FARMER RESPONSIBLE FOR TEST PARCEL

**CARE-MALI/MACINA
PROJET DAZA**

CONTRAT

VILLAGE PRODUCTEUR DE SEMENCE AMÉLIORÉE

ENTRE

Le village de.....SANE..... producteur de semences améliorées, représenté par le président du comité de gestion des parcelles M^r.....Bokary TANGARA.....

ET

Le projet de développement Agricole en Zones Arides (DAZA) de CARE-MALI représenté par son chef de projet M / Mme.....Fadiwata MAHAMANE.....

Les deux parties ont convenu ce qui suit:

ART 1: L'initiation d'une ou des parcelle (s) de production de semence améliorée de mil toronlou CI et de niébé TN au niveau du village.

ART 2: L'objectif de cette production est de faciliter l'approvisionnement des paysans du village en semence améliorée et de faire face aux besoins de semence des autres villages qui exprimeront le besoin.

ART 3: Pour atteindre cet objectif, le village s'engage à bien exécuter les travaux nécessaires pour la réussite de la ou des parcelle (s) à savoir:

- Le transport de la quantité de fumure organique nécessaire pour l'amendement des parcelles.
- Le labour à la bonne date.
- Le semis à la bonne date.
- Les entretiens culturaux (sarclage, démaillage, enlèvement des mauvaises herbes, traitement et surveillance des parcelles).
- La récolte.
- Le stockage dans un magasin adéquat.

ART 4: Le village doit être ouvert aux visites des différents services impliqués dans le suivi des parcelles (agents du projet DAZA, agents de l'agriculture, personnel d'appui du SSN, et les agents de contrôle de la recherche).

ART 5: Le contrôle de la semence par le service de la recherche est obligatoire et le village doit être prêt pour lui faciliter le travail.

ANNEX 8: FUNCTIONALITY GRID FOR CEREAL BANKS AND SMALL CREDIT FUNDS

CARE-MACINA

PROJET DAZA

Grille dpe Fonctionnalité d'une Structure

Objectif du Guide:

- * Vérifier le niveau d'évolution des structures par rapport aux indicateurs en vu d'apporter des améliorations.

Groupe Cible:

- * Toutes les structures (banques de céréales et caisses de crédit)
- * Echantillonnage: Pour les questions de groupe, le comité de gestion. Pour les questions individuelles, 5 hommes et 5 femmes de chaque structure tirés au hazard

Utilisation:

- * Remplissage par les agents de terrain deux fois l'an pour des besoins de rapports d'exécution du projet.
- * Analyse par les chefs secteur au niveau du terrain et par la coordinatrice et le chef de projet au niveau du bureau.

A. Identification

Nom du Village:

Nom de la Structure:

Arrondissement:

Date de Création de la Structure:

Cercle:

Nature de la Structure:

Nom de l'Agent:

1=Nombre de Membres de la Structure:

Hommes:

Femmes:

Date:

	Questions	Oui (1-2)	Non (0)	Observations
B.	PARTICIPATION (questions au comité de gestion)			
1.	La structure, a-t-elle fait des réunions? Si les réunions du comité de gestion sont: * programmées et effectuées (si oui, 2 points) * spontanées (si oui, 1 point) Si les réunions en assemblée sont: * programmées et effectuées (si oui, 2 points) * spontanées (si oui, 1 point)			
2.	Les points importants des réunions ont-ils été consignés dans un procès verbal? si oui, 1 point			
3.	Est-ce que les procès verbaux sont à jour? si oui, 1 point			
4.	* Est-ce que tous les membres assistent aux assemblées? Si oui, 1 point Si non, Combien au maximum? et calculer le taux = $\frac{\text{nombre de membres présents}}{\text{nombre total de membres}} \times 100$ (référence formule sur la fiche de conseil aux utilisateurs), si $\geq 90\%$, 1 point * Est-ce que tous les membres du comité assistent aux réunions? Si oui, 1 point Si non, Combien au maximum? et calculer le taux ($\frac{\text{nombre de membres présents}}{\text{nombre total de membres}} \times 100$), si $\geq 90\%$, 1 point			
5.	Pour initier des activités il vous faut l'avis de combien de membres de la structure, et calculer le taux ($\frac{\text{nombre de membres présents}}{\text{nombre total de membres}} \times 100$), si c'est plus de 50% des membres en assemblée, 1 point			

REGLEMENT INTERIEUR			
<p>La structure a-t-elle un reglement interieur propre à elle et adapté? si écrit, 2 points; si verbal, 1 point</p> <p>NB: Si le reglement est verbal, il faut identifier les points en groupe. Si au moins 5 elements importants de ce reglement ont été définis, 1 point et si moins de 5 elements cités : 0</p>			
<p>Le comité de gestion et les autres membres de la structure appliquent-ils le reglement interieur en grande partie? si</p> <p>Combien au max pour les autres membres, calculer le taux (%); si > 75% 1 point.</p> <p>Combien au max pour le comité, calculer le taux (%); si > 75% 1 point.</p> <p>NB: Chercher à comprendre les exemples d'application de reglement interieur</p> <p>plus de 75% des points du reglement interieur sont appliqués, 1 point</p>			
COHESION SOCIALE			
<p>Y-a-t-il eu des problèmes de mésentente de la structure pendant cette période (quatre mois) qui ont influencé négativement sur l'activité de la structure? si non, 2 points</p>			
<p>Si, oui</p> <p>Comment les problèmes ont-ils été résolus? si résolus, 1 point</p>			
<p>Est-ce que les membres du comité de gestion s'entre-aident dans les travaux de la structure? si oui, 1 point (exemple à l'appui)</p>			
SYSTEMES DE GESTION ET DE COMPTABILITE			
<p>Y-a-t-il au moins deux personnes du comité de gestion si savent lire et écrire? si oui, 1 point</p>			
<p>Est-ce que tous les documents de gestion sont à jour? si oui, 1 point</p> <p>NB: L'agent doit vérifier les documents de gestion.</p>			

3.	Est-ce que les documents de gestion sont bien remplis? (sans rature, déchirure, erreurs) si oui, 1 point NB: L'agent doit vérifier les documents de gestion.			
4.	Quel est le taux de remboursement des clients (des crédits internes)? si supérieur ou égal à 95%, 1 point NB: Si c'est une banque céréalier qui ne donne pas de crédit, 1 point.			
5.	Quel est le taux de remboursement des prêts externes (avec CARE, BNDA, etc)? si supérieur à 90%, 1 point			
6.	Quel est le portefeuille à risque (le reliquat non-remboursé et en retard/le montant octroyé en instance)? si moins de 10%, 1 point			
7.	Est-ce que le montant de bénéfice réalisé par la structure pendant la période est supérieur ou égal à 25% du montant investi? si oui, 1 point			
8.	Est-ce que la structure a cotisé ou contribué durant la période? si oui, 1 point			

F.	ELEMENTS DE PROGRESSION	Oui	Non	Observations
1.	La structure a-t-elle développé les liens avec l'extérieur ou tissé des liens de collaboration? (pour résoudre un problème des documents d'accord, les lettres de correspondance, les procès verbaux) si un exemple, 1 point NB: Tous les liens possibles (entre-villages, du village vers d'autres partenaires).			
2.	La structure a-t-elle initié de nouvelles activités? si oui un exemple, 1 point			

G. Questions Individuelles: (des membres qui ne sont pas dans le comité de gestion)

Questions	H o m m e					F e m m e					%	Points
	1	2	3	4	5	1	2	3	4	5		
1. Etes vous au courant des activités de la structure? Si oui, expliquez quelques actions (si plus de 8 personnes disent oui, 1 point).												
2. Les activités qui ont été initiées au niveau de la caisse, ont elles été décidées en assemblée ? (si plus de 8 personnes disent oui, 1 point).												
3. Les membres du comité de gestion, exécutent-ils leurs tâches? (si plus de 8 personnes disent oui après vérification, 1 point). NB: L'enquêteur peut vérifier en faisant un entretien avec l'enquête sur les membres du comité de gestion et leurs tâches par rapport au document du règlement intérieur.												
4. Etes-vous satisfait des prestations du comité de gestion? Si plus de 8 personnes disent un exemple de satisfaction, 1 point.												

TOTAL DES POINTS: _____ Variable entre 31 et 27 points possibles selon les cas

*BONNE SANTE:(25-31 points), *SANTE FEBRILE:(15-24 points), *MALADE (A SOIGNER): 5-14 points