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| Danish organisation | Mission Afrika |
| Title of the intervention | *Integrated Community Development Program in rural areas in Mali – PADCI 3* |
| Partner name(s) | Lutheran Fraternal Mission in Mali = Mission of the Lutheran Brothers in Mali |
| Amount applied for | 2.083.812 DKK |
| Country(ies) | Mali |
| Period (30 months) | July 1. 2022 to December 31. 2024 = 30 months |

***OBJECTIVE AND RELEVANCE OF THE INTERVENTION.***

****Development**** Objective:

Through capacity building of 4 associations and the MFLM, the socio-economic living conditions of the populations of the communes of Niagadina, Bamafele, Diokeli and Tambaga have improved, and women and girls have been empowered, their rights are recognized and the capacity of MFLM has been strengthened.

**Immediate Objectives:**

**Objective 1: By** 31.12.2024, women in the project areas will have an increased capacity to participate in and influence decision making, and their rights will be recognized in their local society.

**Objective 2: By** 31.12.2024, the 4 associations in the project areas have increased their organizational capacity, and economic resources for 1500 women and their families have increased through Income Generating Activities, market access and input supply.  
**Objective 3: By** 31.12.2024, MFLM will have increased its capacity to advocate for the rights of target groups through increased visibility of its capacities and experiences to the wider society, participation in civil society networks and identification of potential national and international donors.

(See indicators for Immediate Objectives in the LFA).

**New objective, new target groups and adapted strategy.**

PADCI 3 builds on the good experiences of the 2 previous phases and takes the project forward, building on the external evaluation and the feasibility study. PADCI 3 will strengthen the coherence between strategic services, capacity building and advocacy, thereby ensuring the sustainability of the project beyond the project period. It will also address the challenges identified by the evaluation of PADCI 2 and the wishes expressed by the target group and MFLM itself.

In Mali's fragile situation, the project will show how relatively small investments in income-generating activities can contribute to better living conditions for a poor population, build capacity and organization, and address the rights of women and girls in local communities and regionally in relation to local authorities through the municipalities. This is in line with the recommendations formulated by Civil Society itself in a series of recommendations (see page 6) and thereby the project will contribute to strengthening the country's peace processes and national reconstruction. This may seem very ambitious, but it is precisely such local initiatives that can show the way forward as the experience of other CSOs in Mali also shows.

Building on 2 previous phases, the project has a new objective that addresses the capacity of the local civil society organization - MFLM - to act as an advocate for the rights of women and girls and to make the results visible to other civil society organizations and authorities. They will also have the possibility to relate their work to other civil society networks in Mali - especially those working with microcredit. The project will also strengthen MFLM in working with a Rights Based Approach at an organizational level.   
It furthermore includes a new target group in a fourth area, which, together with the experience gained in the three, will provide more leverage to promote similar models in other parts of the country.  
The strategy of the project has been revised and refined based on the experience gained in the previous phases.

## 

Extension of the previous PADCI projects.

From 2012-2020 Mission Afrika and the local partner MFLM has successfully implemented 2 phases of *Integrated Community Development Program in rural areas in Mali* (in French*: “Projet d’Appui pour le Developpement Communautaire Integrale”* hereinafter referred to as PADCI).

The 2 first phases were funded from CKU - Center for Church Based Development (Formerly: DMR-U). In the first phase (2014-2017), the emphasis was on building experience in income-generating activities for women and thereby empower them and strengthen organization at local level. In the second phase (2018-2021), the emphasis was on consolidation of the results of income generating activities (IGAs) and micro-credit, creation of legal associations, and further capacity building and advocacy at a local level.

During programme review/monitoring in October 2019, MFLM, Mission Afrika and CKU confirmed the desire and potential in further engagements with associations and communities and agreed to explore possible expansions of the project both in numbers and reach, as well as addressing some of the challenges. With funding from the CKU, a feasibility study was conducted from October 2020 to February 2021. Thus, the primary target group of women, together with key stakeholders, has been involved in the preparation of the PADCI 3 via the feasibility study, evaluation of the preliminary phase, the Value Chain study and not least in the workshops for the target group which took place at the end of January 2021.

Due to COVID, a planned Project Design process between MA and MFLM was replaced with numerous workshops, online meetings, studies, and discussion from October 2020 to February 2021, whereby the partner organizations analysed and formulated this new phase in the cooperation.   
The development of the project document has continued in the autumn of 2021 and in the first months of 2022. Mission Africa visited MFLM and a project site in August 2021, where the project design was thoroughly reviewed and updated. A whole series of online workshops were also held during the period and both parties have worked intensively on the design of the present application

**Previous phases and their results:**

PADCI 2 was evaluated by an external consultant in the autumn of 2020 and came with a clear recommendation to continue the project in a third phase based on the good results in the first 2 phases. At the same time, the evaluation came with several recommendations to strengthen the project's sustainability.  
The evaluation pointed to a number of positive effects of the 2 previous PADCI projects:

The implementation of Income Generation Activities (IGA) has been relevant and has been able to address contextual challenges such as the inadequacy (or lack thereof) of income-generating activities for women. The evaluation found that the immediate visible results of the implementation of the IGAs micro-enterprises by the project are undeniable related to the improvement of the living conditions of the beneficiaries. Women participating in the project reported significant increase their income (between 30 – 40%) and diversification related to their source of income.  
The project has significantly contributed to the local economy and created the potential for a larger local market. Socially and in terms of advocacy, the income-generating activities and the advocacy committees have created greater respect for the women among the men and in the local communities and support from them for the activities. Advocacy activities have been relevant in several ways and have boosted girls' levels of primary school enrolment, reduced early marriage and unwanted or early pregnancies. The work of the advocacy committees has established a new code of conduct for the schooling and retention of girls in school. Literacy training has provided a critical mass of people who are able to read, write and, above all, document the management of their marketing activities.  
The evaluation concludes that the project is in line with Mali's national gender policy, as its development phase has had a strong focus on the development of women by facilitating their access to basic social needs and women and girls’ education  
The trainings at different levels have helped to strengthen the technical and management capacities of women beneficiaries and members of the management and monitoring committees of activities, at the village and communal levels, animal care technicians, etc. The sustainability of these activities is well underway, as the women are strongly motivated for the success of their business supported by the high profitability from activities and diversification. PADCI 2 has responded to a need to organize and structure community development dynamics around institutions in which local people find themselves easily and could master the contours of their functioning. In this way PADCI 2 has enabled grassroots community organizations to strengthen themselves considerably and to strengthen their legality and legitimacy in supporting community dynamics.  
**Also, the evaluation of PADCI 2 also gave some important recommendations regarding the next phase:**

* The capacity of the Associations as a form of grassroots Community Based Organizations (CBOs) should be reinforced through the capacities of the members of the CBOs in their structuring, functionality, dynamism, and specific missions.
* Despite the important role played by advocacy committees and the results they have achieved, efforts remain to be made in building their advocacy capacity, and in the mastery of their mission.
* Pursue actions to further sensitize parents on the harmful effects of early marriage and for the enrolment and retention of girls in school and to continue to sensitize young girls whose retention in school is based on their academic performance, on the effects of unwanted pregnancies and on the importance of completing their schooling.
* Continue to strengthen the capacities of actors through technical training (production, marketing, leadership, etc.)
* Strengthen the collaboration between animal health technicians and the State veterinary services through greater involvement of the latter.
* Encourage the creation of a local market for the sale of livestock at the communal level, which would allow the control of prices and the town hall to collect more taxes.

**As mentioned as part of the feasibility study a Value Chain study was conducted by an external consultant.**The report of this study and the discussions at the final workshop showed that microcredit, capacity building of associations including additional loans for more women, access to local markets and access to savings in banks were highly relevant. A very locally focused and basic Value Chain was possible within the project framework and would contribute to the project objectives.  
Like the external evaluation of PADCI 2, the study found that the continuation of compost production was not recommendable but could be advantageously replaced by other forms of income-generating activities.

In submitting our application to CISU in September 2021, we received a "rejection due to limited funding." The rejection included some good advice. We have incorporated this advice into this application:  
- We have focused the coherence of the intervention project and created better coherence between objectives, results, and activities.  
- We have more thoroughly explained MFLM's experience and professional competences in relation to agricultural value chains and women's rights.   
- We have better explained the strategy for advocacy through women's participation in decision making and aligned this with the results framework.  
- We have better described the sustainability of the project especially in relation to capacity building of the different links from village level up to MFLM.  
- We have critically reviewed the budget in terms of coordination and information expenditure and created coherence with activities.

**The context of the intervention**  
Since 2012, northern Mali has become the prediction zone for drug traffickers, illegal immigrants, independence rebels, ex-Gaddafi fighters and religious extremists. The legislative process in northern and central Mali, aided by the decline of state power and the fragility of the Sahel region, has raised the concern of several neighboring states, ECOWAS, the African Union, and the UN, which have mobilized to Mali's aid. Despite the forces mobilized by all these organizations, the situation is not improving.

For the past 2 years, Mali has experienced military coups in 2012 and recent military coups in 2020 as well as 2 military-civilian coups with takeovers in 2021. Rebel officers led a coup in August 2020 that toppled Mali's elected president Ibrahim Boubacar Keita, who was facing angry protests at failures to quell the jihadists.

In May 2022, the junta pushed out a civilian-led government appointed to oversee a transition period and named strongman Colonel Assimi Goita as interim president. This military coup led to a deterioration of diplomatic relations between Mali and regional and sub-regional institutions, and some of its partners. Thus, on January 9, 2022, Economic Community of West African States (ECOWAS) imposed sanctions against Mali: the closure of borders, the suspension of Mali from ECOWAS bodies, the freezing of Mali's assets at the BCEAO, the recall of ambassadors from ECOWAS countries, the suspension of ECOWAS aid to Mali. The sanctions were immediately implemented, imposing an embargo on all imports and exports except food, petroleum, and pharmaceutical products. On the military front, the deterioration of relations between Mali and France led to the end of military operations between the two countries. Political developments in Mali have at times been characterized by social unrest and recent demonstrations by a coalition of opposition political parties, religious leaders, and civil society organizations.   
However, the 4 areas in which PADCI 3 will work are characterized by peace and are not immediately affected by development, which is also related to the fact that they are rural areas not affected by conflicts mentioned above.  
**So, the political developments of recent years in Mali have been turbulent** both in terms of the political, social, religious, security, and economic context and this has led to the designation of Mali today as a fragile country as explained further below.

**Historically, Mali has experienced peaceful coexistence between religious groups.** Mali is a secular country where freedom of worship is enshrined in the fundamental law. As in most countries in the sub-region, three religions are practiced: Muslim, Christian and traditional. However, since 2012, the arrival of separatists accompanied by drug traffickers and jihadists who have sought to implement Sharia law in the north of the country has led to a religious-political crisis. This has also led to a deterioration of the economy and destabilized large parts of the country. It should be noted that the overwhelming majority of Malians have rejected this violent extremism advocated by jihadist movements without any religious consideration.

**Mali's economy** is still dominated by the primary sector, notably agriculture. Agriculture faces recurrent difficulties: repeated droughts since the 1970s, falling prices for raw materials such as cotton, rising production costs (inputs and fuel). In 2019, Mali recorded 5% growth (driven by gold and cotton production), a budget deficit of 3.1% of GDP and inflation of 0.4%. The economy is heavily dependent on gold and cotton (86% of exports) and value chains are poorly developed (3% of cotton is processed). Due to its low diversification, the economy is dependent on commodity prices on international markets.

The population is mostly young (67%) and is growing at a sustained rate (3.1% per year). The number of jobs created each year (44,520) is not sufficient to absorb the demand (300,000), as there is a strong mismatch between the supply of training and market needs. Tax revenue mobilization is structurally low (14.3% of GDP), below the 20% standard of other West African Economic and Monetary Union countries.

In addition to the security crisis, Mali is facing a humanitarian crisis with 5.2 million people facing food shortages.

Faced with the multiple factors of insecurity, the populations of the 4 intervention zones of the project will be informed, sensitized, and trained to better protect themselves, build resilience and face their precarious situation.

**Women’s rights.**

Mali is one of the poorest countries in the world, with a high proportion of women who bear the economic burden of households through the mobilization of financial resources by means of field work, market gardening, processing of local products, management of certain natural resources, petty trade, poultry, and small ruminant breeding.

Many girls do not complete primary education and are married before the age of 18 (53%) and some before the age of 15 (17%). These challenges are interrelated, as girls who complete secondary school are less likely to be married by age 18, just as more girls from poorer households are married than those from richer ones (36%)[[1]](#footnote-2).

The Malian government is committed to addressing this issue, and legislation formally protects girls, but at the local level this is not enforced.

In the rural Malinké mentality, women are under the authority and control of their husbands, so there is a misunderstanding of women's empowerment. In the rural areas men tend to develop the idea that if women have the capacity for economic empowerment, they can escape the authority of their husbands. This limits women's access to resources (natural, land, financial, etc.). In some localities, women are even forbidden to raise goats. In places where they were allowed to do so, the males (goats) are automatically given to their husbands.

In families generally in Mali often it is men that mainly decide how to use the money they earn and only 6% of women said that they decide with their partner. Less than a third of women (28%) participate in the decision for visits to their family or relatives, 20% participate in the decision for major household purchases and 20% for their own health care. Only 10% are involved in all three decisions and 63% said they were not involved in any of the three decisions mentioned above.  
MFLM interventions have had success in changing the mentality of men in the project areas, but improvement is still needed.

The CEDAW convention. Inquiry concerning Mali under article 8 of the “Optional Protocol to the Convention on the Elimination of All Forms of Discrimination against Women” was conducted in 2019. (<https://digitallibrary.un.org/record/3837351>). It concluded that there still are serious violations of the rights and girls in Mali.

Women are active in Malian civil society through an umbrella organization, **the Coordination des Associations et ONG féminines du Mali (CAFO)** - <https://www.cafomali.org>.   
Created on 20 October 1991 by women's associations, CAFO obtained its legal status on 24 March 1992 under No. 0244/MAT-DNAT and has since become a non-governmental structure and an integral part of civil society in Mali. Its vocation is to promote the well-being of women, children, and the family. It is effectively represented in all the regions and in all the districts of the national territory. As of 31 December 2011, CAFO has more than two-thousand-member associations and NGOs, including more than 500 in Bamako.  
Its mission is to contribute to the enhancement of the status of women through grouping, coordination of members' actions and influencing policies. CAFO plays a role in relation to legislation concerning women's rights in Mali, as they are involved in relation to consultations concerning these laws  
CAFO is the largest women's rights umbrella organisation in Mali and is represented down to the level of rural municipalities. The organisation works on some of the same themes as in MFLM's activities: women's access to education, women's access to professional training and local development and mobilization of women.  
Meetings have been organised at national level with MFLM to involve women in the promotion of their rights. At the level of the project's municipalities, CAFO's communal offices will be asked to make presentations during dialogue meetings on women's rights.

Female Genital Mutilation is a major problem in Mali which is a predominantly Muslim country. The project will not include this issue in the project but will consider applying to CKU for a small pilot project during or after the PADCI 3 project.

**Laws and regulations**

The normative framework of the policy for the advancement of women consists of the international conventions and agreements ratified by Mali and national texts such as the Constitution, laws and regulations that have an impact on the legal status of women. The relevant legal aspects are in the areas of education, employment and economic activities, credit and savings, land tenure and human rights. There is still a need to improve the situation of women, especially in the areas of education, early marriage, and adult literacy.

In 2015, a coalition of civil society organizations published a small report with recommendations on areas that Malian civil society should work on to strengthen the country's peace processes and national reconstruction. The following recommendations are particularly relevant to the project's area of work:

* **Organize training activities in citizenship and civic education** to impart the knowledge necessary for effective participation of citizens in the management of local affairs and in the democratic decision-making process within the framework of national policies, including the monitoring of these national policies.
* **Strengthen the associative culture** and promote production associations to facilitate access to the means of production and support economic and social progress.
* Improve the situation of women, among other things, through their access to good education. This will facilitate the improvement of its social, political, and economic situation. In addition, the strategy of behavioral change must be pursued not only for women but also for society as a whole.
* Improve the presence of women in decision-making bodies by: (i) monitoring the application of quotas provided for by the law, (ii) advocacy for women candidate’s leaders and (iii) communication for a change in mentalities.
* Improve the level of literacy among women to strengthen their skills for better participation in the management of the municipality.
* To improve women's entrepreneurship by making repayable credit available to them.
* Develop strategies in the legal field by monitoring the application of texts in favor of women, advocacy, and information.
* Implement communication strategies by signing broadcasting contracts with local radio stations and producing skits on themes related to women's and children's rights.
* Develop the spirit of gradual empowerment of members following the gradual withdrawal from the project.

The above are all elements which is part of the PADCI 3 project.

**Civil Society:**

The legal environment for Civil Society is guided by the Human Rights Defenders Act 2017 which was initiated by civil society was approved by the parliament and continues to be applied despite pressures related to recent political developments in the country.  
According to the Cellule d'appui au développement à la base of the Ministry of Territorial Administration and Decentralization, 2,000 formal local organizations and more than 2,150 non-governmental organizations (NGOs) existed in Mali at the end of 2019. The number of informal organizations is unknown.

Many CSOs have shifted from their core areas of intervention to providing services related to the security crisis, as donors reorient their funding to meet these needs.  
2017, respondents showed that the Malian state is perceived by a large part of the Malian population as the legitimate actor to provide essential services to the population. However, the state is also perceived as not being able to provide these services at a satisfactory level. Non-state actors from foreign organizations and Malian civil society have partly taken its place. The surveys also demonstrate the capacity of Malians to find resources themselves.

When communities realize that the state may not be able to provide the services they need, they turn to other service providers or create their own mechanisms to meet their most pressing demands according to: SIPRI 2021 Report and "state services in a securitized environment: perceptions among civil society in Mali" (<https://www.sipri.org/publications/2018/sipri-insights-peace-and-security/state-services-insecure-environment-perceptions-among-civil-society-mali>)

Advocacy has been slightly stronger as Malian CSOs are deeply engaged in finding solutions to the country's crisis. Capacity building opportunities and the creation of new CSO coalitions have helped to improve the sector infrastructure. The public image of CSOs has been strengthened by their increased visibility and credibility as they assisted crisis-affected populations.

**How will this intervention strengthen civil society organising.**  
The project strengthens civil society at several levels, starting from the local level - which is both relevant and important in the situation Mali finds itself in and used as a part of departure in CSOs working in Mali with women’s rights - for instance US-Aid. (<https://www.usaid.gov/sites/default/files/documents/1860/Mali-Gender-Assessment.pdf>)  
At village level, organization is strengthened through Village Group Management Committees, which are strengthened in their ability to manage income-generating activities and through which they gain important experience in managing the leadership, organization, mobilization and involvement of village authorities, who are often men.

Also, the advocacy committees organized in each village will strengthen local organization and focus on girls' right to schooling, women's rights and women's representation in decision-making and influence in the villages.  
Together, at local village level, this will lead to empowerment in a process which leads to opportunities for women, increase in ability to exercise autonomy, a capacity to define their goals and act upon them, enhancement in decision making, bargaining and negotiation capacity.  
Through the associations, civil society will be strengthened at district level, where they will be empowered further to manage income-generating activities (organization, administrative, financial management of loans, opening of bank accounts) and influence the authorities at local and municipal level in relation to participation in elections and women's rights in relation to representation. Including being able to handle the cooperation with the local technical services related to the IGAs.

All in all, Civil Society and democracy at local and district level will be empowered through awareness raising and capacity building leading women to gain control over resources and participating in decision making that affects their lives.

As a Civil Society organizations MFLM will be strengthened in their capacity to make their achievements visible to the outside world and be better equipped to engage with other Civil Society Organizations and thereby have greater impact from their work.

**Environment and climate change**  
All activities in the project will have focus on sustainability – especially when it comes to the environment. During the implementation of the previous phases of the project the target group has become aware about the importance to protect the surrounding environment. In PADCI 1, there were beekeeping as income generating activity in the Dangassa area. At the end of the project, we found that despite the multiple efforts made by the trainer and the beneficiaries, the 50 hives installed were not populated during the two years. The pinpointed causes are: climate change and the misuse of pesticides and insecticides. During the forum that MFLM organized in 2016, participants felt the need for change. Participants in these forums and stakeholders at the workshop requested that such forums be initiated much more frequently to raise the awareness among their fellow citizens with regard to the use of pesticides and herbicides and it is therefore an integrated part of training and forums in this project.  
So, the need for sensitization is still there, because we need to draw attention to the role that insects (bees and others) play in pollination and therefore awareness raising and advocacy in these areas are important.  
The beneficiaries are aware of the role played by composting in nature conservation.   
Unfortunately, compost production has proven to be unsustainable as it requires large amounts of water and fertilizer. In the PADCI 2 project, the women found that the cow producers were willing to provide manure, but when they found that there was great potential in this, they preferred to use the manure themselves. Manure from goats is not enough as it is produces in relatively small quantities compared to cow manure.  
This part of the project has therefore been taken out and replaced by peanuts and shea nuts, as they have a much better perspective. This demonstrates the ability of the target group, through capacity building in the groups, to find adapted strategies and make choices based on basic analysis.  
Likewise, during the implementation of PADCI 2, the target group will be able to identify new income-generating activities that are more sustainable and do not have harmful consequences for the environment.  
The PADCI 3 project will closely examine the possibilities of obtaining organic fertilizer - partly locally and partly from regional markets. The purchase of the tractors (financed with funds by Mission Afrika and MFLM) will make this possible in terms of transport.  
An important element in goat rearing is that the goats are fenced in so that they do not destroy whole areas by eating the plants in the surrounding environment.  
The intervention will include tree visits by the Mission Afrika to avoid extensive international travel.

**The 4 intervention zones:**Mission Afrika and its partner organization have worked in 3 communes (Diokeli, Bamafele and Niagadina) since 2012.  
The commune of Diokeli comprises 18 villages and hamlets and has a population of 14,750 distributed on approx. 1.800 households. (2009 population census). Bamafele has 23 villages and hamlets with a population of 13,444 distributed on approx. 1.700 households. (2009 population census). The commune of Niagadina has 6 villages with a total estimated population of 11,961 inhabitants (2009 population census) living in appx. 1,500 households. Niagadina is part of the district of Kati and is. Tambaga has 10 villages with a population of 11,152 distributed on approx. 1.400 households. (A new census from 2019 estimates that the total population of the 4 areas now is appx. at 70,000.)

The 4 areas are mainly composed of ethnic Malinkés, Somonos, Fulanis Bamanan and Mianka.  
The climate is pre-Guinean. Economic activities are dominated by agriculture, livestock, trade, and crafts, gathering and market gardening.

The four communes face general difficulties and constraints, and those affecting women and girls include:

**a)** Lack of arable land, poor soil, lack of agricultural equipment, low rainfall, lack of alternative water resources which leads to poor harvest and poverty especially among women heads of households

**b)** Poor animal health coverage

**c)** Poor sanitary coverage, inadequate sanitary infrastructure, prevalence of water-related diseases, lack of qualified health personnel,

**d)** The high rate of illiteracy which leads to under-information and therefore ignorance of rights and duties, drop-out of girls from school and under-equipment,

**e)** the monotony of the means of production**,** non-diversification of women's income-generating activities and overloading of women's domestic activities**.**

**f)** Low purchasing power of the population, lack of community-based marketing facilities.

Due to these circumstances, sources of income are unstable, and women have a difficult task in finding support for their families. The severe circumstances have led to a general deterioration in the socio-economic living conditions of the people, which also reduces the ability to retain rights.

The **consequences of insecurity** and crime are less felt in the fringe of the country where the four project intervention zones are located than in the north and center of the country, but the effects are still be visible within among others these areas:  
- Decrease in the State's contribution to the financing of the economic, social and cultural development plans (PDESC) of the communes, particularly with regard to infrastructure construction (water points, schools, health centers, roads, etc.)  
- Decrease in support from government technical services to grassroots community organizations due to limited resources made available by the government.  
- Decrease in staple foods due to national food insecurity.

The partnership/partners.

**Mission Afrika (MA)** is a denominational organization established in 1911 within the Evangelical Lutheran Church of Denmark. Its local presence in West Africa is through local partner churches in Nigeria, Cameroon, Mali, Central African Republic, and Sierra Leone, with whom partnership are 25 to 110 years old.  
During the past 20-30 years, MA have invested in building local project implementation capacity related to, among others, health, socio-economic empowerment and freedom of religion and belief. MA cooperate closely with its partners on public sector funded projects and projects funded by private donations and revenues from MA's secondhand stores. MA is sensitive to and has expertise in the local ownership and anchoring of projects through close cooperation with our local partners.   
MA approach Community Development as a long-term process and is committed beyond period of public seed funding. While the funding is pivotal to address barriers and scope, MA are simultaneously investing in the capacity of staff and partners and in supplementary activities supporting the overall goal of community development. MA's international department have acquired institutional funding for 30 years and has a good track record. MA serve our partners when implementing a project, providing advice and training, as well as tracking progress through visits, provide quality assurance to reports and engage in ongoing consultations on best practice. Building on expert opinions and evaluations, we develop new projects, foster learning and are always focused on the long-term development. As a Civil Society organization, our partners’ legitimacy and role is our objective.

MA works with partner churches in a non-discriminatory approach. Mali is predominantly Muslim, and the partner church is a minority. Therefore, working through the church, we always see peaceful cohabitation and collaboration as foundational. In addition, we actively ensure that local counterparts and target groups are representative of the population, and we do not discriminate based on religious affiliation.

Since 2019, Mission Afrika has had an anti-corruption policy that clearly describes, both internally and in relation to partners, zero tolerance of corruption and the measures to be taken to prevent it. Mission Afrika furthermore has a policy on Do No Harm and Sexual Harassment and Abuse. In this project Mission Afrika will assist the partner to develop a similar policy as part of capacity building.

MA's international team has different capacities and works closely together to ensure the highest skills for development and humanitarian aid activities with our partners. Thore Eklund has 20 years of experience in development cooperation and work and humanitarian aid in Africa. From 1995 to 1999, he was stationed in Bamako, where he carried out development and relief missions. He has a thorough knowledge of local conditions. He has since worked continuously in the country and developed his network. He has worked for MA since 2001 and deals more particularly with development, humanitarian aid and mission work, particularly in French-speaking West Africa. Thore Eklund has a background in business and finance.   
Hanna Meilandt has been working with government funded development projects for MA partners since early 2018. She has experience in the development, monitoring, and evaluation of several projects. She works in close contact with the development coordinators at the local level to ensure timely implementation and follow-up. She is trained as an engineer with a Masters in conflict displacement and human security. She has been involved in international work as a member of the board of directors of Viva Denmark. Clement Stephen Dachet is the third project coordinator. Originally from Nigeria, he has extensive knowledge of local conditions and a large network. Johannes Nordentoft is furthermore employed with 25% of his time as an addition to the team. He has more than 30 years of experience with international development work, among other things within Capacity Building, Organizational Development, Rights Based Approach, and project planning with LFA and Theory of Change.

Mission Afrika and MFLM will based on the experiences from PADCI 2 further develop an evaluation and monitoring system. This is an important step in the partnership to strengthen each other's capacity. This work will start from the very beginning of the project and will be implemented continuously during the lifetime of the project.

The vision is, using local and regional resources in Africa, to strengthen the capacity of these two struggling and impoverished local minority churches in Mali to become relevant agents in the Malian church and develop / mobilize civil society in Mali and be able to model development within Mali.

MA’s partnership is expressed with a minority seat on MFLM board of directors among the majority interest from members are from Mali and Cameroon. MA is keen on establishing an independent and self-funded organization in Mali and aims to gradually phase out its economic and political influence on the MFLM as it expresses confidence. MFLM currently has agreements with other national and international actors who financially support and have political influence by participating in general assemblies of MFLM.

**MFLM - (Lutheran Fraternal Mission in Mali = Mission of the Lutheran Brothers in Mali)** was created in 2008. After a few years of collaboration between MA and the Lutheran Brethren Church of Cameroon the 2 organizations decided to send missionary couples from Cameroon to Mali to support minority churches in Mali and support the development of Malian society through small-scale development projects. MFLM works in partnership with two Malian churches and a foreign mission. These are the Union of Evangelical Protestant Churches of Mali (UEPEM), Evangelical Lutheran Church of Mali (EELM) and the Norwegian Protestant Mission (MPN). MFLM is a member of AGEMPEM which is the umbrella organization of evangelical Protestant churches and missions in Mali which plays a large role in Malian civil society in advocacy and in strengthening of peaceful cohabitation relationship between communities. MFLM is represented in the executive committee of this organization through main administrator. MFLM is an integral part of civil society and acts through its missionaries and project officers in their respective municipalities. After having been legally recognized by the Malian State by Authorization n ° 113 / MATDAT-DNI of August 06, 2012, MFLM has been divided into two departments: a development department and a mission department. Hereafter recruiting a leader for the MFLM development department a pilot project in Dangassa and its neighboring villages began.

MFLM has proven in its ability to collaborate with other non-Christian organizations that share its vision through different projects financed by CKU. The collaboration with the NGO Dooni Dooni Mali is an example. Two villages (7,300 inhabitants) in long-standing conflict were reconciled thanks to the joint action between MFLM and the DDM. MFLM relied on DDM to provide social assistance to displaced people from northern Mali in 2012 and is currently jointly implementing a project for freedom of religion and belief and promotion of peaceful cohabitation between the communities in the communes of Kalifabougou and Torodo. Two shops selling surplus clothing from Danish clothing manufacturers have opened in Bamako and are operational today between the two organizations (MFLM and DDM). The revenue is shared between the two organizations to support the social actions of these organizations. MFLM and DDM have shared the same office since 2018.

MFLM is a Christian organization, but it is at the service of all humanity. MFLM makes no distinction of race, ethnicity, sex, or religion in their interventions. More than 90% of the beneficiaries of MFLM's development and social actions are non-Christians. Its actions are aimed at the good of man in an integral way.   
MFLM development department assisted MA on the implementation of a similar PADCI (credit in kind) project in Cameroon. The leader of the said department has made several visits to northern Cameroon to assist the partner of Mission Afrika in Cameroon (DMCDD-17-B-02). Furthermore, other organizations are reaching out to MFLMs development department for assistance. Currently for possible projects with the Norwegian organization DIGNY.

During the last General Assembly of MFLM in January 2020 a decision was taken to prepare a separation of the actions in development from its own from the MFLM by creation of an NGO. This continues to develop and strengthen MFLM's vision of becoming an important player in the development field in Mali and strengthen their visibility towards and their collaboration with the wider Civil Society in Mali.

Mission Afrika will further support the organization and the development department in developing their organizational strategy both in terms of developing their core competencies and the sustainability of the organization.

Experience of working Value Chain and Women's/Girls' Rights.  
MFLM staff have solid experience in these areas. The MFLM Development Coordinator has previously worked on these issues since 2008 for a number of organizations including Caritas Mali, Vétérinaire Sans Frontière Belgium, MISEROR Germany, The Canadian Grain Bank and Caritas Internationalis. Through this he has extensive experience working with Farmers' Organizations, Local Development, IGAs and economic sustainability related to Value Chain, Integral Rural Development, Programs for Economic Resilience, Improvement and Promotion of Women's and Children's Rights.

The facilitators who have worked in the 3 areas have, through their advice and support to the associations and village groups, a long experience in working with IGAs and women's/girls’ rights.

**Related to MFLM's experience and skills in working with a locally focused Value Chain.**With regard to the agricultural value chain, MFLM's implementation responsibility focuses on organisation of associations (legal recognition), accompaniment, monitoring and control of activities and finances, and capacity building for empowerment (sustainability) of the value chain at a local and basic level. The agricultural value chain supported by MFLM in the project consists of 3 key links. We intend to focus our interventions on consolidating the achievements. Thus, the MFLM has acquired experience through:

**1st Link: Producers (Women):**

* Organisation of women into producers' associations and enabling them to handle the administration related to this.
* Capacity building of the 3 associations in the areas of production, marketing, associative life, etc.
* Accompanying, supervising, and monitoring the 3 associations in their activities.

**2nd Link: Animal Health care technicians employed by each association:**

* Strengthening the capacities of the animal health care technicians.
* Facilitation of access to veterinary products at better prices.
* Accompanying and monitoring the activities of the animal health care technicians.

**3rd Link: Financial institutions (Banks):**

* Connecting banks with the 3 associations.
* Support for the opening of accounts in banks. (Each of the associations now have an account at the bank)
* The 3 associations are now autonomous in the management of their bank accounts, and MFLM is not a direct signatory of the accounts. The signatories are the presidents of the associations and the missionaries of the zones.

**Related to MFLM's experience and skills in working with women’s and girls’ rights.**

The issue of women's rights in MFLM's interventions dates back to the implementation of PADCI 1 and 2:

Thus, the experiences gained are centered on the organization of information and awareness-raising forums in the 3 communes. This has enabled local authorities, municipal authorities, women's groups and associations, youth groups and associations, Christian and Muslim religious leaders to become better informed about the rights of women and girls.

The MFLM has carried out a series of awareness-raising and information sessions in all the villages of the project on women's rights.  
In a project financed by CKU MFLM is currently implementing a six-month project (January 2022 to June 2022). This project focuses on capacity building of the 3 associations and MFLM with a specific component on women's rights: MFLM as an implementing partner and its team are strengthened in their capacity to promote women's and children's rights in the project's beneficiary communes. Thus, MFLM supports women, girls, local authorities, and community leaders in strengthening their capacities to work towards the recognition and enforcement of women's and girls' rights.

Legitimacy of MFLM project in the project areas:

Through its activities in the areas since 2014, MFLM has gained comprehensive legitimacy in relation to the target group and the women, but also in relation to the men, who have seen the value of women contributing to the family economy and the value of girls having access to full schooling. As the feasibility study also showed, MFLM has built up a good relationship with the local authorities both at village and district level. They are now respected as legitimate representatives of the target group and of the results achieved so far.

The project has also contributed to an important dialogue between religious leaders and the different faith communities. It has helped to create awareness of each other's common contribution to the development of the areas and the value of peaceful coexistence. This means for example that at different ceremonies one invites each other across religions e.g., funerals and weddings. This experience will be used and built upon in this next phase of the project.

**Contribution, roles, and responsibilities.**

MFLM is responsible for the development, implementation, monitoring and evaluation of all project activities and the selection of service providers/consultants. It will be responsible for building the management capacity of the associations' management and monitoring committees (one in each of the 4 zones) through theoretical and practical training in various fields and, during the project period, transferring the skills to the associations. The coordination of the project is under the direction of MFLM, which is responsible for the supervision of all activities in the field. MFLM hires local animators to closely monitor the project, facilitating administrative procedures. Based on the experiences of the previous phases, a monitoring plan will be developed at each level of the community organisation, for monthly monitoring and feedback to the management and boards. The monitoring plan is the responsibility of the MFLM.

MFLM supports women, girls, local authorities, and community leaders in strengthening their capacities to work towards the recognition and enforcement of women's and girls' rights. Regarding the agricultural value chain, MFLM's implementation responsibility focuses on organisation of associations (legal recognition), accompaniment, monitoring and control of activities and finances, and capacity building for empowerment (sustainability) of the value chain. Periodic reporting will support all MFLM activities in the value chain.  
Mission Afrika will be responsible for supporting the planning, M&E framework, monitoring the intervention as well as providing technical assistance to the development of the project. Mission Afrika will receive quarterly reports which includes narrative qualitative descriptions as well as quantitative data and further ensure monthly contact with updates on the project. The collaboration between the partners will include sharing knowledge, experiences, and results from the project, which will promote both learning and the constructive progress of the project. Unintended consequences and risks (described in the risk matrix) will be monitored closely to be able to address them appropriately.  
Mission Afrika is also expected to deliver assistance in terms of facilitating the development of a strategy for the development department related to organisational development, the Rights Based Approach, development of an Anti-Violence and Sexual Harassment Policy at workshops with MFLM. Mission Afrika will also conduct 3 supervision visits and support the external evaluation and are responsible for the overall reporting to CISU. Furthermore, Mission Afrika will provide assistance for the development of the website for MFLM, through its graphic designer. This will ensure that elements on the website are aligned with interests of possible international donors and can be used to attract these.

**If the project budget includes special inputs:**Motor bikes are included for the project staff to make it possible for them to carry out regular visits to all villages. A tractor for one or two of the areas will be introduced as a pilot project which, if successful, may be used in the other areas. The tractor is financed by Mission Afrika as its own contribution and supported by the associations with a small amount. The tractor will be rented to the members of the associations for a sum which will balance the costs of operation and maintenance. It will be used to generate income for the associations by providing services to other people at moderate rates. It will be for multi-purpose activities and will be used to e.g., plough the fields during the rainy season, transport fertilizer for the fields and transport of the crops. In the dry season, it will be used to transport goods to nearby markets. It will also be used to transport construction materials: sand, gravel, pebbles, timber, etc.

**Payrol costs**

For Mission Afrika to be able to monitor the project, 3 visits are included in the budget. Mission Afrika will cover the expenses for salaries for one of these visits and have included 2 other visits in the budget for support.

Target groups, objectives, strategy, and expected results (our intervention)

**Stakeholder analysis:**In this project, the stakeholders are mainly: beneficiary communities, municipalities, parents of pupils, village authorities, administrative authorities, religious leaders and State technical services.  
**Beneficiary communities:** These are women, men and children. Their active participation will be essential to the success of the project’s activities. They will mobilize their own resources to access certain actions of the project as a local contribution. They will have the duty to set up the management bodies in charge of their groups.  
**Municipalities:** The councilsare responsible for local development. This project is part of the development program included in their PDSEC - Plan de Developpement Social, Economique et Culturel (local development plan). They cannot implement their program for lack of means because the meager local taxes are their only source of income. Thus, the municipalities will support the project that supports the development of their communities. Cooperation protocols will be established with town halls and state technical services.   
**Village authorities:** are responsible for the social and economic stability of their villages. As such, village authorities will be involved at all levels of the project. From management committees in the villages to the Association Management and Monitoring Committee, then to the Project Council.   
**Administrative authorities**, representing the State in the localities (sub-prefects and prefects), they are responsible for the well-being of the population. By the very nature of its activities, PADCI 3 reinforces them in their duty.   
**Religious Leaders**: The project involves people from different religious backgrounds - particularly Christians and Muslims. This will create a better understanding of each other and prevent conflicts between the different religious orientations.  
**State technical services will be involved at various levels** – especially the level of the sub-prefecture, the district and the regional level and they will be able to support local structures and associations with counselling relevant to the project’s activities.   
*The Women's Center for Training and Support for Development in the Environment in rural areas in Ouelessebougou* will be able to support the vocational training of women and girls, the strengthening of the operational capacity of women's associations and groups, the improvement of the social status of women and girls in the political and legal fields. T*he Regional Agronomic Research Centres* will be able to advise the associations animal health care technicians in the project on the best techniques developed by research. *The women's training and support center for rural development* will be able to help participation of women in public life, civic education and citizenship training, the fight against violence against women and social mobilization in hygiene.  
*CAPs, Pedagogical Animation Centers* are the ministry of education department in municipalities – their role is to coordinate and advice all literacy and education activities in the municipalities and will be able to support the projects activities related to education and literacy.

**Targetgroups:** The primary target group of this project is 1518 women in the 4 project areas who will participate in the various activities of the project and the implementing partner MFLM. The target group of women is a mix of women, where a large group (approx. 1000) participated in the previous phase and 500 are new participants from the 10 villages in the new area Tambaga and new members in the existing associations.

The associations will continuously admit new members related to the IGAs so that during the project period there will further be added approx. 80 new women as participants. Both in the existing 3 associations and in the new one, the activity of groundnuts, shea-nuts and shea butterwill be introduced for groups of 25 women in 5 villages in each area, a total of 500 women.

Women will be selected based on poverty criteria and with due regard to their ability to repay the amount borrowed.

The 1518 women who participate from the start of the project participate in the following activities:

a) Income generating activities: 1244 women will be beneficiaries of the goat, groundnuts, and shea-nuts and shea butter. 544 received loans for goats in PADCI 2 and 700 women will be introduced to new activities in this phase and will be participating in either goat or nut activity. Some may have participated in other activities in previous phases (i.e., compost).

c) Literacy training: 300 women, some beneficiaries of other activities as well, will benefit from the training.

e) 30 advocacy committees are already established at village level, and 10 more will be established in the new area. Each committee consists of 3 women and one man. Totally 160 are participants in the advocacy committees.

d) Participants in specific trainings regarding organization: 360 members of Village Groups and Village Management Committees, 52 members of Associations Management and Monitoring Committees, 15 members of the Project Board and 12 animal care technicians.

Men will also participate in the activities, and be counted, but to ensure full inclusion of women in the marked, in Civil Society and to improve the living conditions in more households, women are the measured focus. In the Associations Management and Monitoring Committeesthere is currently participation from about one third of men.

The partner organization MFLM is furthermore a part of the primary target group, as the project strategically will build its capacity to advocate for the rights of the target groups and fully take on a role in Civil Society activities that aims at strengthening MFLMs visibility regarding its capacities and experiences towards the wider society. Participation in relevant networks and mapping of potential national and international donors is also part of the long-term partnership agreement of MA and MFLM.

The beneficiaries’ family members estimated at least 7.560, five per beneficiary, will as a secondary target group also benefit from increased revenue of the breadwinner and mother in the household.The populations of the all the villages in the municipalities estimated at appx. 70.000 inhabitants (2019 Census) will be sensitized on the principles of citizenship, women’s, and children's rights. Non-discriminatory principles will be used when choosing new participants.

The authorities in the 4 project areas at local, municipal, and administrative level are part of the indirect target group as they as duty bearers will be addressed in an information and awareness program regarding inclusion of the women and compliance with local and national laws. They are also important in terms of ensuring collaboration and synergy within the project in relation to technical knowledge and inclusion in the local development plans as it has been described in the stakeholder analysis.

Involvement of the target groups and relevant actors in the development of the intervention

The primary target group of women, together with key stakeholders, has been involved in the preparation of the PADCI 3 via the feasibility study - both evaluation of the preliminary phase, the Value Chain study and not least in the workshops for the target group which took place at the end of January 2021.

Three workshops were organized, one in each commune of intervention. Each of the workshops in Dangassa, Bamafélé, Diokéli and Tambaga brought together 300 participants including both women and men.

Separate workshops were organized with representatives from the municipalities, Town Halls, and the technical services of livestock, agriculture and water and forests also participated. Lessons learned from previous projects were discussed, as well as the strategy and approach of the upcoming project. Focus group interviews were conducted with the town halls to analyze, on the one hand, the rate of change in the number of women in the communal council and, on the other hand, the rate of school enrolment and completion of primary education. Related to the target group workshops the participants were divided into working groups to reflect on and propose solutions to problems relating to IGAs, women's and children's rights, training, the environment, and the sustainability of actions after the project's departure.

Thus, an extract of the results of this feasibility study was used to develop the present project.

**DEVELOPMENT OBJECTIVE:  
Through capacity building of 4 associations and the MFLM, the socio-economic living conditions of the populations of the communes of Niagadina, Bamafele, Diokeli and Tambaga have improved, and women and girls have been empowered and their rights are recognized and the capacity of MFLM has been strengthened.**

**SPECIFIC OBJECTIVES:**

**Objective 1: By** 31.12.2024, women in the 4 project areas will have an increased capacity to participate in and influence decision making, and their rights will be recognized in their local society.

**Indicators – objective 1:**

1. 80% of the 300 women for literacy activities have increased their capacity to read and write.
2. Women in the target group understand the legislation concerning representation in municipalities and women have put women’s and girls’ rights on the agenda of meetings in the municipality.
3. The number of girls in schools to reach the end of the basic education cycle in the project areas has increased from 60% to 80%.

**Objective 2: By** 31.12.2024, the 4 associations in the project areas have increased their organizational capacity, and economic resources for 1512 women and their families have increased through Income Generating Activities, market access and input supply.  
**Indicators – objective 2:**

1. The associations are able to handle everything related to Income Generating Activities - lending, repayment, marketing and purchasing.
2. Partnerships for veterinary service provision are established with the technical services of the State in the 4 project zones.
3. At least 90% of the loans contracted during the project are repaid within the prescribed period.
4. Income has increased by 40% for 1518 women in 40 villages in the project areas through income-generating activities.

**Objective 3: By** 31.12.2024, MFLM will have increased its capacity to advocate for the rights of the target groups through increased visibility of its capacities and experiences to the wider society, participation in Civil Society networks and identification of potential national and international donors.  
**Indicators – objective 3:**1. MFLM has strengthened its cooperation with the authorities and other civil society organizations.  
2. MFLM and the development department has developed and started to implement an advocacy strategy at the organizational level   
3. MFLM has communicated the results of its projects to the authorities, civil society and target groups.

A baseline study will be conducted at the start of the project and Means of Verification will be described in the section on Monitoring and Evaluation.

|  |  |  |
| --- | --- | --- |
| Objectives | Results | Activities |
| **In pursuit of Objec-tive 1** | 1.1  1518 women have been empowered and their rights are recognized in their local society and in accordance with national laws and regulations by the end of the project. | * Kick-off meetings with local, municipal, and administrative authorities and signature of cooperation protocols with authorities * Training workshops for the target group on their rights as described in the international conventions and laws of Mali and women’s rights in relation to participation and representation regarding the next local elections. * Upgraded training for literacy animators and literacy training for 300 women and men. * Conduct Public campaign prior to the municipal council elections to raise awareness of women's statutory representation. * Conduct public campaign and produce information material to the population in the 4 project areas regarding women's and girls' rights prior to the municipal council elections. * Organize **annual** dialogue and coordination meetings regarding women’s rights with village authorities and relevant local leaders / stakeholders |
|  | 1.2 School enrolment and attendance for girls has increased. | * Continue information and awareness-raising activities through advocacy committees in 30 villages for the local population and village authorities. * Sensibilisation and awareness raising of the importance of girls schooling * New advocacy committees are formed in the 10 new villages in the new area – Tambaga - and begins the work with raising awareness activities. * Based on the experiences from the previous phases, a strategy is drawn up for how advocacy and awareness at the local level is best implemented. |
| **In pursuit of Objec-tive 2** | 2.1 The 3 existing associations has been consolidated and is self-managed within 1 year to ensure sustainability and will be fully selfsustained by the end of the project and a new association has been created in the new area – Tambaga. | * Advanced training for 30 existing village groups in leadership, social mobilization, and advocacy on women’s rights. * Increase the membership base in each association by 80 members during the implementation of the project. * Establishment of the new association in Tambaga and with the necessary structure and training * Elaboration of strategy for providing loans and integrating new members. * Training the administration and supervision committees of the associations in financial accounting, follow-up and evaluation and conflict-resolution. * Establish permanent contacts between the management committees / administration and supervision committees and the various heads of technical services to support project activities. * Establish collaboration protocols with town halls and state technical services. |
|  | 2.2 Producers in the 4 areas have improved market access and market linkage to sell quality products from goat, groundnuts and shea-nuts. | * Train 1.200 women in goat techniques as well as shea and peanut butter production for the purpose of consumption and sale to local and regional markets. * Train the target group in production, marketing, and sales techniques. * Stimulate the creation of a local market for goat and shea and peanut butter at communal and municipal level. * Establish a fair market price mechanism for sale of goats, shea and peanut butter through an information system. * New loans to women in the old areas related to groundnuts and shea butter. * Replicate the existing model of providing loans to 120 women in 10 villages in Tambaga * Ensure women's access to input supplies (drugs, fodder, veterinary services, etc.) through veterinary products. * Train the animal health care technicians on the main common diseases, to choose the most important animal health products and the breeding habits of the region. |
|  | 2.3 Associations have diversified their activities and have expanded their sources of income. | * Based on evaluation and target group workshops a catalogue of ideas for IGAs will be developed * Draw up an investment and repayment plan. * New self-managed IGAs for each association are being implemented and evaluated on an ongoing basis. |
| **In pursuit**  **of Objec-**  **tive 3** | 3.1 MFLM has strengthened its capacity regarding advocacy and the visibility of the projects results and methods. | * Development of a website for MFLM with a focus on projects methods and results as well as advocacy for women's and girls' rights. * Further strengthen the capacities of MFLM related to methods and communication plan for women’s rights * Based on the lessons learned from the projects strengthen MFLM ability to work with a Rights Based Approach. * Organize a conference at the end of the project where the results and methods of the project will be presented to other civil society organizations and government representatives. * Elaborate a manual describing the project methodology and approach to capitalize the experiences. * Development of an Anti-Violence and Sexual Harassment Policy |
|  | 3.2 MFLM has established strategic partnerships with relevant civil society organisations and have investigated other potential sources of funding. | * Establish a strategic partnership with CAFO (the Coordination des Associations et ONG féminines du Mali). * MFLM establishes contact and exchange of experience with revelant microfinance networksfor example:Première Agence de Microfinance Mali (PAMF-M), US-Aid microcredit programs, Caisses Villageoises in Mali, Mali - Kayes – PASECA. * Elaboration of a study on relevant local and international donors. |

**The interventions strategy** is guided by The Change Triangle and its three elements that support each other in the form of capacity building, strategic service, and advocacy.

The experience of the previous phases is clear as documented, inter alia, in the external evaluation:

- Involvement of the target group in IGAs have increased the income of women in the 3 areas through the first phases of PADCI projects. Women beneficiaries now have the opportunity to contribute to the cost of children's school costs, the purchase of girls' wedding kits, clothing for family members, the care of health care and the purchase of food and diversification of the family's food.

- So, the involvement of women in IGAs has led to more empowerment.

- The literacy and awareness-raising activities for the target group have led to more well-educated women and further contributed to the empowerment.

- the more empowered women participating in the project have been, the more they have been involved in decision making in the families and strengthened their possibilities for promoting girls’ rights in relation to the men and the local authorities.

Therefore, the socioeconomic empowerment which, among other things, has implied participation in household decision-making has a close connection with the political knowledge achieved through the previous projects. The income generating activities have meant, among other things improved living standards, boosted girls' levels of primary school enrolment, reduced early marriage and unwanted or early pregnancies. The surrounding society - village authorities, religious leaders, local and regional authorities - have become more respectful of women's contribution to the family and community, and thus of women's role in the family and respect for women's and girls' rights. The possibility for women to engage in income generation activities is a fundamental right and have showed to be an economic asset that expresses equality between women and men. Implementing this policy to promote equality involves some short-term costs, but these costs are insignificant compared to the economic and social benefits that equality generates.   
With the third phase of the PADCI project, we want to strengthen the impact of these results and thus increase long-term sustainability.

Therefore, these experiences are reflected in the 3 immediate objectives of the intervention:

**Immediate objective 1**: *Women in the 4 project areas will have an increased capacity to participate in and influence decision making, and their rights will be recognized in their local society.*

This objective includes both *capacity building* and *advocacy* related to the women and the local society.

Based on the strategic service delivery (in objective 2) and capacity building, women at the local level will have a greater impact in relation to influencing duty bearers in relation to women's and girls' rights - at the local level (men, village leaders, religious leaders), at the municipal level (the political elected in municipal councils) as well as at the regional level. The project's approach here is based on already existing national legislation, which - as in many other developing countries - is excellent but not being implemented in practice. It will show how strategic services can empower women in the local community and ensure women’s and girls' rights.

***Strategic activities related to objective 1:***

**Training – 40 workshops**

The starting point for capacity building is to strengthen women's self-esteem through knowledge of the law on women's rights. The project will therefore via the advocacy committees conduct a series of workshops to train them on the current legislation and how it should be implemented locally. Workshops will also aim at promoting the women’s economic empowerment and demonstrate how it will help to achieve recognition and realization of their economic rights and status within the family. The project will also address parents - and therefore also men - on 2 key themes: the harms of early marriage and the enrolment and retention of girls in school.

Literacy training – 300 women.   
This will give women the opportunity to learn more about their rights and duties, to participate actively in the community life, to access new knowledge and to organize and manage IGAs better. The literacy training in previous phases has proven this, and therefore it will continue to be an important activity with a value as well as serving to support the other activities. The literacy training will be organized in cooperation with the local Pedagogical Animation Centers. The materials in the training will be focusing on practical themes, i.e., citizenship, the rights of women and children, the importance of schooling, especially for girls, the dangers of early marriage. This will inform the participants and initiate discussions on these topics. The literacy animators will develop the themes concerned during the meetings with the village groups.

Public campaigns related to local elections – one in each area.

In relation to the local elections which hopefully will be held for municipalities, campaigns will be carried out that will focus on women's participation and representation. Various communication media will be used to support this: posters, radio spots and other locally adapted options.

Dialogue meetings and cooperation protocols

At all levels, local authorities will be addressed and involved. Initial meetings will therefore be held at the start of the project and cooperation agreements will be signed to ensure their support. This will be followed by annual dialogue and coordination meetings.

Advocacy committees

The advocacy groups are responsible for organizing the various activities and workshops. The advocacy groups are essential for organizing the various activities and workshops. In the 3 areas covered by PADCI 2 they will be further strengthened in their function and role and in the new area 10 advocacy committees will be set up with the support of the project staff. The advocacy committees will meet during the project and exchange experiences on the organization and implementation of awareness raising activities as well as village groups and associations will be involved and support their work.

Strategy for advocacy

Based on the experience of the other activities, the project staff will support the advocacy committees, associations, village groups and Village Groups Management Committees in formulating some simple strategies to continue the work on women's and girls' rights after the end of the project. These strategies will then also be used to raise the profile of the project's activities and strategies in other areas.

In the previous projects the women have gone around to the schools and ensured that the girls go and attend the education. In PADCI 3, activities will be taken to a new level by addressing municipalities and the mayors.

**Immediate objective 2**: *the 4 associations in the project areas have increased their organizational capacity, and economic resources for 1518 women and their families increased through Income Generating Activities, market access and input supply.*

This objective includes both *capacity building* and *strategic services* related to the associations and the families. At the local level Village Groups Management Committees and advocacy committees will further strengthen their capacity to advocate for the target group of women and girls and handle the technical administration in relation to income-generating activities. The associations will build up capacity to handle the various IGAs, strengthen the organization itself and be in close contact and negotiation with the local authorities. They will also be crucial in establishing and maintaining contact with local banks and creating a more organized market for members' products.

***Strategic activities related to objective 2:***

Capacity Building related to the IGAs will be implemented at different levels of the project structure throughout the project.

The Village Groups and Village Group Management Committees are a crucial part in the ownership that the target communities have in relation to this project. To ensure sound management of funds and develop good community strategies, leaders will have the following trainings: social mobilization technique, follow-up, monitoring and evaluation, conflict-resolution and leadership advanced training in financial accounting.

The Associations and their Management and Monitoring Committees will be responsible for the continuation of the livestock, peanuts and shea-butter and new IGAs. They will be further strengthened in administrative and financial management necessary for their empowerment which is important for the sustainability of the project activities after the end of the project.

To ensure the financial sustainability, a clear financial strategy will be adopted. The financial management of the association is based on each member paying a membership fee, which gives access to loans. The membership fees pay for the running of the association. The members can ask for different loans depending on their needs, but the loans cannot exceed 50.000 CFA/568 DKK.

There will be a committee in each municipality (4). This committee will be set up during a general assembly meeting, which will be organized by MFLM in cooperation with village groups and authorities. The general assembly is the supreme authority of the association, where the statutes and the by-laws of the association will be adopted, and the association’s Management and Monitoring Committee will be elected.   
In the new area - Tambaga - the structure will be established with the various links and will be able to draw on the experience of the structures already established in the other 3 areas.

Technical services to support project activities - The 12 local health care technicians which are linked to the associations will be further trained in main common diseases and the breeding techniques, so they are ready to assist the women and to carry out quality controls measures on behalf of the group. Each of the present associations have nominated 3 health care technicians based on background and experiences related to Income generation activities. They are renumerated with funds from the associations. The 3 health care technicians in the new zone will each be renumerated by the project with 100 kr. pr. months in 30 months until the association have enough funds to pay them. As a new element peer-to-peer training will through the associations be introduced for the health care technicians. They will also receive training to support the women to choose the most important animal health products and to ensure the supply of veterinary product depots.  
Collaboration with town hall and state technical services   
To improve the quality and volume of production and improved breeding practices cooperation with statetechnical services and health care technicians will be established and formalized.

Market

To ensure higher sale in the marked, the self/neighbor consumption will be supplemented so that the associations can establish a local marked in cooperation with local authorities. The marked will include price information mechanism, that will allow all producers to time their sale, ensuring stable prices, incentivizing external buyers, and improving buyer/seller relations. As a pilot project, the project will introduce in one or two zones the use of mobile phones as a tool to control prices in the different local markets and regional markets. With a more organized market for the products, the authorities will also have a better opportunity to collect tax on sales and acquisitions. A tax that the Value Chain analysis shows is relatively small for the individual producer / buyer and realistic to be able to pay - but which overall can mean something for the local municipalities' income.

Credits and Loans.

The granting of credit is an activity that has shown its potential to enhance the income of beneficiaries in the previous phases. Therefore, it will continue in this phase, where the women, who participated in phase 2, will have the opportunity to continue the positive development of their income by access to more specific knowledge through trainings and by access to loans. 220 women in the new area will have access to credit to goats of 50.000 CFAF corresponding to approx. 568 DKK. The women who participated in the 2 previous phases will not receive new credit from the project, as their opportunities to take out new loans will be via the capital saved in the 3 existing associations. Thus, the credit facility shows its sustainability.

The loans to groundnuts, shea-nuts and production of shea butter and peanut butter will be administered by the associations (800.000 CFA for each association.). And the production will be in groups and the loans will be given to these groups – 5 groups in each association for groundnuts and for shea butter. It will 20 groups with 25 women in each group – 500 women in all. The amount of CFA that can be given to the groups as credit are 160.000 CFA. 10 % will be the local contribution and the project will contribute with 90%. But when they repay, they will give the full amount back to the associations, thus increasing the sum available for loans by the associations

New participants will also get access to trainings as well as loans. In order in ensure the long-term sustainability and local ownership of the project, the responsibility for granting and reimbursement of loans will be consolidated in the structure of the local development associations which, among other things, administers the loans by setting up bank accounts in local banks.

The women of Bamafale and Diokeli have started working with groundnuts - they collect money and when the price is low, they buy, then they sell when the price is high in the dry season. in 2121 they have been able to sell peanuts at a profit of 100%. In Diokeli there is a livestock market with a higher price for goatmeat than in the local market. They can sell several kilograms at a better price and there is a great demand for goatmeat. In 2020 they have been able to sell meat at a profit of about 40%.  
In the 3 areas PADCI 1 and 2 have worked in, the payment rate is back at about 90% and the women have thereby strengthened their position in the village communities and can now contribute significantly to the family income.  
Depending on the different forms of credit, the women participating in the project will receive technical training in goat breeding as well as groundnuts and shea production. This training is carried out in strengthened collaboration with the state's technical services within these areas.   
New IGAs

The project will include that the associations can identify relevant and sustainable IGAs during implementation - as has been the case with groundnuts and shea production.  
The total lending capital which has been built up in the 3 current active associations today amounts to DKK 460,300. Kr. which can be used, among other things, to provide new loans and invest in new IGAs.

The Project will thus support women to diversify their own income-generating activities. The facilitators will help the associations to invest their own funds in relevant and sustainable activities, based on micro analysis of the market. The capacity building of the associations and the work with the existing IGAs can thus act as a catalyst for further economic development in the areas. Here, the project will support producers in developing a realistic investment and repayment plan.

**Immediate objective 3**: *MFLM will have increased its capacity to advocate for the rights of the target groups through increased visibility of its capacities and experiences to the wider society, participation in Civil Society networks and identification of potential national and international donors.*

This objective includes both *capacity building* and *advocacy* related to MFLM.

MFLM will strengthen the capacity and legitimacy to enter into cooperation with other Civil Society actors and be more outgoing and visible in relation to the good results that the PADCI projects have achieved. The method / model that the project works with aims at attracting interest from other actors who are not part of the project (this has already been the case during the previous phases). The advocacyefforts of MFLM will build upon experiences from previous phases and be deeply rooted in the link in PADCI 3 between strategic services, capacity building and advocacy.

With strengthened legitimacy through the project, MFLM will be able to act as an advocate for the target group and influence authorities at both local and national level.

***Strategic activities related to objective 3:***

Through several initiatives, MFLM will strengthen its visibility towards other actors.

MFLM currently does not have a website, but it will be developed so that the organization has a better platform to disseminate its knowledge to other stakeholders and donors. The website will be supported by a communication plan that addresses both local stakeholders, networks, possible partners, and international donors. Thus, the communication plan is expected to include printed material and radio messages. To enhance the capacity of MFLM for the present and future projects, a workshop will be held on new trends and methods relating to women’s and girls’ rights. This will ensure that MFLM are using the most resent knowledge in the area and are distributing this to the target groups.   
In previous projects, MFLM has worked to use a Rights Based Approach to women's and girls' rights at the local level. In PADCI 3 these experiences will be lifted to an organizational level. Mission Africa's partner coordinators, who themselves have experience of working with a Rights Based Approach in different projects in Mission Afrika and other organizations, will support MFLM in strengthening their organizational strategy and experience in relation to working with the Rights Based Approach.  
At the end of the project, MFLM will invite representatives of other relevant civil society organizations and authorities as well as the Danish Embassy to a conference. The results and methods of the project will be presented, and a dialogue will be initiated on how these can be applied in a wider context.

Representatives of the coalition of civil society organizations that presented their recommendations in 2015 (see page 6) will also be invited so that the project results can be related to these.

During the implementation of the project, the project will engage in strategic cooperation with CAFO and identify relevant micro-finance networks. These activities will strengthen MLFM's more outward-looking role and enable a valuable exchange of experience that can benefit both MFLM and the other actors in the longer term. In relation to the long-term sustainability of the organization, MFLM will, as part of its activities, conduct a study to identify other relevant donors both nationally and internationally.

**Visualisation of the project structure:**

**MFLM / Mission Afrika**

**Project Board:**

* two representatives of the management and monitoring committee of each association, including one woman.
* the administrative secretary of MFLM
* the two missionaries at the three sites mentioned
* The Council will have consultative status.

State veterinary services, local, municipal, and administrative authorities, cooperation protocols at different levels (sub-prefecture, circle, region) with important technical services including the animal health technicians (TSA), the agriculture service, the water and forestry service and the directorate for the promotion of women, children and the family.

**Associations in the 4 zones: Dangassa, Diokili, Bamafale and Tambaga:**

10 members from the villages in the zone, including the resident missionary This committee has an executive role assisted by the 4 facilitators - one in each zone.

An animal health technician will be attached to each zone.

**Village groups and village group management committees - one in each of the 40 villages - 9 people:**

A president, a secretary for each activity (goat rearing, groundnuts and peanuts, and literacy), two treasurers, an organisation and mobilisation secretary and a delegated adviser of the village authority, i.e. 9 people.

**Management and monitoring committees of the associations in each zone: the 4 zones:**

The committee will choose the following people: A chairperson, a vice-chairperson, an administrative secretary for information and mobilisation, a secretary for each AGR-activity, a treasurer, an assistant treasurer responsible for debt collection (at least one woman), an organisational secretary, an accounts secretary.

**Advocacy committees - one in each village**

**4-5 people (majority women) :**

Focus: girls' schooling and attendance, women's rights, women's representation

**Monitoring and follow-up by staff** is a major priority, as it is the closeness to the target group and their daily lives that makes awareness raising and capacity building a success. To ensure that all staff (employed by the project or receiving some support from it): field agents, literacy animators and health technicians can carry out their essential tasks, capacity building of staff is also a priority in the project. The administrator will be responsible for providing advisory support and ensuring that the MFLM's policies and values are respected in the implementation of the project. The development coordinator will be based in Bamako and will be in charge of the general supervision of the project and will ensure compliance in the implementation of activities and the administrative and technical organization. He will ensure the correction, validation and transmission of quarterly reports to Mission Afrika. The PADCI Coordinator who has experience of the previous phases will carry out the coordination of the project. He oversees all field activities of the facilitators. He will be based in Tambaga and will work through 2 facilitators. He will compile the quarterly reports of the facilitators. The facilitators will represent the coordination in the field and will work closely with the coordination in the implementation of this project. They will accompany the associations in their daily tasks and monitor the associations' finances. The PADCI 3 Coordinator, in addition to coordination, will be responsible for the Tambaga area. He will assist the new association in the search for legal papers. Each Facilitator will provide a planning and a quarterly activity report.   
The partner coordinators of Mission Afrika will be in close contact with MFLM during the project. There will be 3 supervision visits to support the start-up of the project implementation along the way as well as the final evaluation. Furthermore, Mission Afrika will support the capacity building of MFLM in various areas.  
An external evaluation will be conducted from appx. 3 months prior to the project end date. It will focus on assessing the intervention methods and impact. This will both allow for findings to be used in future projects and can be used in the last months of the intervention and to prepare the final report to CISU. An impact study will be conducted 1-2 years after the end of the project. This impact study will be financed by Mission Afrika and MFLM. There is already information available on the conditions in the areas from the previous phases and the different studies in the preparation of the project but to supplement these a baseline study will be conducted at the start of the project to be able to verify the indicators with information before the start and at the end of the project.

**Sustainability and Exit strategy**

*Financial sustainability*

The implementation of Income Generation Activities (IGA) will produce visible results and are closely related to the improvement of the living conditions of the women and the local communities. Women participating in the previous phases have had significant increase their income and diversification related to their source of income. The project will contribute to the local economy and create the potential for a larger local market.

The granting of credit is an activity that has shown its potential to enhance the income of beneficiaries in the previous phases. Therefore, it will continue in this phase, where the women who participated in phase 2, will have the opportunity to continue the positive development of their income by access to more specific knowledge through trainings and by access to loans and new markets.

*Organisational sustainability*Most importantly the creation of local associations will ensure that the project activities will be able to continue after the end of the project period. Different factors will render the success of these associations probable: a) High level of commitment from beneficiaries in the village groups in previous phases and willingness to take active leadership roles b) capacity building trainings for the committees c) a financial structure showing that the associations can be self-sufficient and very good repayment rates from previous phases backing this. d) all activities will be entrenched in local institutions.  
PADCI 3 will continue to organize and structure community development based on their needs and possibilities and thereby strengthen their legality and legitimacy. The trainings at different levels will help to strengthen the technical and management capacities of women in the different groups and structures of the project, at the village and municipal levels. This will contribute to the sustainability of the project activities as the women are strongly motivated for the success of their business supported by the high profitability from activities and diversification.   
Strengthened collaboration between animal health technicians and the State veterinary services will also contribute to the sustainability through greater involvement of the latter.   
The project will continue to support the connection with local banks and for the opening of accounts regarding the 3 associations and the new association.   
*Institutional sustainability*Regarding MFLM: In order to carry out this mission in a sustainable manner, the organization intends to strengthen its capacities in advocacy and to work with a point of departure in a Rights Based Approach (focus on advocacy for women's and girls' rights), fundraising (make a mapping of local donors), communication and visibility (creation of a website, organization of a conference at the end of the project where the results and methods of the project will be presented to other civil society organizations and government representatives) as well as its strategic partnerships among others with CAFO and other microfinance networks. Thus, at the end of the project, the organization wishes to acquire more autonomy and be able to monitor and consolidate the effects and achievements of its development activities.  
*Social and cultural sustainability*Through the involvement of the target group and different stakeholders in the preparation of the project it is designed based to address the needs and possibilities in the 4 areas.  
Through the activities women will gain more respect among the men and in the local communities and support from them for the income generating activities. The awareness raising activities through the advocacy committees and the success of the income generation activities will create better understanding in the communities and will lead to that woman can gain greater self-esteem and thereby also influence their own lives and their role in the families. This will also support girls' levels of primary school enrolment, reduced early marriage and unwanted or early pregnancies. Literacy training – to able to read and write - will provide the women with an essential tool to manage participation in the project and local community and document the management of their marketing activities.  
In a communities in rural areas in Mali that culturally considers women as subordinate, the project will help to lead to a higher degree of equality in families and raise awareness of that women can actively contribute to the economy and thereby improve living conditions.

**Sustainable Development Goals:**

This intervention of Mission Afrika and MFLM contributes to the achievement of the following sustainable development goals of the United Nations by 2025: Objective 1: No poverty, Objective 5: Gender equality, Objective 10: Reduced inequalities and Objective 17: Partnership.

**Assumptions and risk:**

|  |  |  |  |
| --- | --- | --- | --- |
| * Risk management matrix | | | |
| Risk factor | Probability | Impact | Mitigation measures |
| **a) Buy-in to the project by men in the areas** | Rare  Little  Likely  Almost  certain | Insignificant  Minor  Major  Important | The reluctance of some husbands and mistrust of new initiatives may be an obstacle for some. These potential obstacles will be counteracted by improving women's incomes. The husband will be cooperative if he will have advantage of the benefits of his wife's activities as has been demonstrated in the previous phases. |
| **b) Rresistance to promoting women's rights** | Rare  Unlikely  Probably  Almost  certain | Insignificant  Minor  Major  Significant | To overcome this difficulty, the advocacy committees will work with a dialogue-oriented approach in relation to families and the local community. Furthermore, they will work under the authority of local chiefs and with community leaders to promote the rights of women and girls in the various villages of the project as agreed on in the collaboration protocols and through dialogue. |
| **d) Stabilisation of livestock prices** | Rare  Unlikely  Probably  Almost  certain | Insignificant  Minor  Major  Significant | The income-generating activities have shown their potential in terms of increased income for women. Goat, ground- and shea nuts beneficiaries will be encouraged to turn to other cheaper markets if the increase is due to a sudden increase in demand. |
| **e) The Support from Village authorities** | Rare  Little  Probably  Almost  certain | Insignificant  Minor  Major  Significant | The commitment of village authorities is important for the success of the project. They have therefore been involved in the earlier phases of the project and in the preparation of this project. The experience is that they will support the activities as they will see the increased income of the women as an asset both in relation to the families and the local community. Awareness campaigns will be conducted to maintain a good level of ongoing commitment. |
| **f) The willingness to cooperate from Municipalities and Administrative authorities** | Rare  Little  Probably  Almost  certain | Insignificant  Minor  Major  Significant | They have been involved in the preparation of the project and will sign cooperation protocols committing themselves to support the project's activities. Annual consultation will be held between all stakeholders in the project areas and thus ensure the necessary synergy of action between the structures. The collaborative relationship that existed during the pilot phase, PADCI 1, PADCI 2 will be maintained during PADCI 3. |
| **g) withdrawal of the project.** | Rare  Little  Probably  Almost  certain | Insignificant  Minor  Major  Significant | The target group will be well informed about self-management and sustainability factors.  The activities will support the continuation of the structures of the project after its completion. As described in the section on the different types of sustainability there are a number of factors that support the long-term sustainability of the project. |
| **a) The political situation and developments in the country.** | Rare  Little  Probably  Almost  certain | Insignificant  Minor  Major  Significant | The project will closely monitor the political, social and security situation in the country. The consequences of instability are less felt in the four zones where the project areas are located. The project works to ensure economic and social stability and peaceful coexistence. |

Intervention-related information work in Denmark

Mission Afrika will use various communication channels to disseminate the project's activities and objectives to our constituency including newsletters, facebook and presentations on the project at internal and external meetings.

The project is the first for MFLM and Mission Afrika, which is seriously based on the Change Triangle.

It will therefore be used as inspiration for Mission Africa's other partners and as an example in relation to the volunteer groups that are around Mission Africa's projects and partners.

1. [↑](#footnote-ref-2)