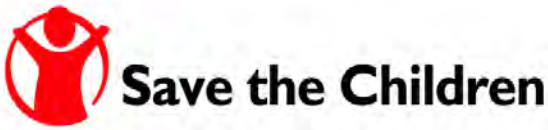

REPORT OF THE MIDTERM EVALUATION OF THE NEMA PROGRAM IN MALI

P.L. 480 Title II Multi-Year Assistance Program

FFP-A-00-08-00068-00

June 2011

The Consortium for Food Security in Mali:

Catholic Relief Services – United States Conference of Catholic Bishops

Helen Keller International

Save the Children Federation, Inc.

Implementing Partners: Caritas, Tassaght

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The field survey team deserves a special **Thank You** for two weeks of hard work in the field during the hottest time of the year. Their team spirit and willingness to work late every night to compile each day's results were much appreciated.

Thanks also to all the participants in the two workshops who passionately debated issues, formulated recommendations, and brought their knowledge of the MYAP, their technical expertise, and their experience in the two regions to the discussions.

Support from the CRS/Sévaré office and the CRS/Bamako office was outstanding throughout the evaluation exercise.

I owe a special debt of gratitude to Abderahamane Bamba, the CRS Monitoring and Evaluation Department Head, and Jennifer Holst, the MYAP Coordinator. Both were tireless in providing support, patiently answering my innumerable questions, and serving as sounding boards for my thoughts. They made the assignment not only easier for me but more enjoyable.

Kathy Tilford
Consultant

ACRONYMS

AEG	Agro-enterprise Group
BCC	Behavior Change Communication
CDA	Community Development Agent (*Agent de Développement Communautaire* – ADC)
CFSM	Consortium for Food Security in Mali
CHV	Community Health Volunteer (*relais*)
CMAM	Community Management of Acute Malnutrition
CRS	Catholic Relief Services
CSCOM	Centre de Santé Communautaire *(Community Health Center)*
ENA	Essential Nutrition Actions
EWG	Early Warning Group
FCFA	CFA Francs
FFP	Food for Peace
FFS	Farmer Field School
FFW	Food for Work
GOM	Government of Mali
HKI	Helen Keller International
IEC	Information, Education, and Communication
IER	*Institut d'Economie Rurale* (Institute of Rural Economy)
IPTT	Indicator Performance Tracking Table
IR	Intermediate Result
IYCF	Infant and Young Child Feeding
LOA	Life of Activity
M&E	Monitoring and Evaluation
MOH	Ministry of Health
MUAC	Mid-upper Arm Circumference
MYAP	Multi-year Assistance Program
NGO	Non-governmental Organization
OR	Operations Research
PD	Positive Deviance
PM	Project Manager
PREP	Pipeline and Resource Estimate Proposal
PSI	Population Services International
SAP	*Système d'Alerte Précoce* (Early Warning System)
SC	Save the Children Federation, Inc.
SILC	Savings and Internal Lending Communities
SO	Strategic Objective
SOW	Scope of Work
USG	U.S. Government
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Republic of Mali, ranked 160 out of 169 countries on the 2010 UNDP Human Development Index, falls well within the vulnerability criteria used by the United States Agency for International Development (USAID) to identify Title II priority countries. Most rural households are chronically food insecure as a result of insufficient availability and access to food, and its inadequate utilization. The country is also vulnerable to shocks such as drought, flooding, and insect infestations that periodically disrupt livelihoods and put people at even greater risk of food insecurity.

In response to the food security situation, Catholic Relief Services (CRS), Helen Keller International (HKI), and Save the Children Federation, Inc. (SC) are implementing a successful and innovative Multi-Year Assistance Program (MYAP) in Douentza District (Mopti Region) and Bourem District (Gao Region). To carry out activities, CRS works through a local partner, Caritas Mopti, in Douentza District and SC collaborates with another Malian NGO, Tassaght, in the Bourem District.

This five-year (2008-2013) program, known as the Nema Program or the MYAP, is funded by USAID through Food for Peace (FFP). The total five-year budget is approximately 25,000,000 USD. The goal of the program is **to reduce the food insecurity prevalence in vulnerable populations** in 130 villages through three Strategic Objectives (SO) related to improved livelihood strategies, improved health and nutritional status, and increased capacity to manage shocks. Two transversal themes, functional literacy and governance, support all three Strategic Objectives.

FRAMEWORK FOR THE MYAP
GOAL: Vulnerable rural households in the regions of Mopti and Gao have reduced their food insecurity.
Strategic Objective 1: Livelihood Strategies are More Profitable and Resilient ➢ *Intermediate Result 1.1: Household agricultural production is increased.* ➢ *Intermediate Result 1.2: Targeted household revenues increase.*
Strategic Objective 2: Children Under 5-Years of Age are Less Vulnerable to Illness and Malnutrition ➢ *Intermediate Result 2.1: Caregivers of children under five and pregnant women are applying improved nutrition and feeding practices.* ➢ *Intermediate Result 2.2: Caregivers of children under five are applying improved hygiene and sanitation practices.*
Strategic Objective 3: Targeted Communities Manage Shocks More Effectively. ➢ *Intermediate Result 3.1: Community early warning and response systems are in place.* ➢ *Intermediate Result 3.2: Community safety nets are in place.*
Transversal Activities: Functional literacy and training in governance

To gauge whether the program is on track to meet its Strategic Objectives, Intermediate Results, and targets, the management team scheduled a midterm evaluation for May-June 2011. An

external consultant led the evaluation team, program technical staff, and partners through a series of exercises to analyze program achievements to date and to determine what areas need strengthening. The methodology consisted of (1) an extensive document review, (2) key informant interviews, and (3) a field survey of 16 MYAP communities in which the evaluation team conducted individual and group interviews to learn what the beneficiaries thought of the program and to identify constraints or bottlenecks that are hindering implementation. Since the process was highly participatory, the majority of the recommendations were generated by the MYAP staff and by the evaluation team.

The overall conclusion of the midterm evaluation is that the MYAP is on track for meeting its targets and indications are quite positive that the program will achieve most of the six Intermediate Results by the end of Year 5 and even surpass some of the original targets set in Year 1. It was evident during the midterm evaluation that the program is well-known in the two districts and highly regarded by the beneficiary communities and by the Government of Mali (GOM). Some of the reasons for the program's success to date can be explained by the following strong points:

1. The program is well-designed, incorporating lessons learned from previous activities and projects into the proposal document. The program is also designed around the USAID/FFP Expanded Conceptual Framework for food security and it thoroughly addresses the issues of access, availability, and utilization of food as well as risk.
2. The MYAP is well-managed, with a competent leader in the coordinator position.
3. The caliber of the technical team is simply outstanding. Not only are they dynamic and experienced in their individual technical domains but a number of them are either from the program zones or have worked there for many years. From all appearances, the team members work well together.
4. There is excellent synergy among the activities of the three Strategic Objectives and the functional literacy component. The technical leads for each component work well together, continually seeking ways to strengthen the linkages between activities.
5. The MYAP design deliberately focuses on women. There are a number of examples: women are the principal actors and primary beneficiaries for SO2; the Savings and Internal Lending Communities (SILC) activity is designed with them in mind; and the goal that women constitute 20 per cent of the membership of the Agro-enterprise Groups (AEGs) has been surpassed, with more than 40 per cent of the members being women. (Women are, however, less well-represented in SO3 activities such as Food for Work (FFW) management committees, Early Warning Groups (EWGs), and security net commissions.)
6. The program is well-known and well-received in the beneficiary communities, primarily because it addresses immediate needs: livelihood improvement (AEGs and Farmer Field Schools or FFS); access to credit; reinforcement of infrastructures that have a direct, positive impact on households and the community as a whole; food during the "hungry season" via FFW and safety nets; access to potable water; and a model for affordable latrines.
7. The MYAP is very much a "learning program", adjusting to contextual changes, revising strategies to overcome constraints, and responding to beneficiary and donor requests for

changes. Examples include developing a better strategy for distributing rations to malnourished children; seeking ways to revise the SO2 approach so that real behavior change can be promoted; expanding the Farmer Field School approach to reach more beneficiaries; adding additional staff to improve operations; and in general finding creative solutions to minor and major problems.

8. The program works well with Government of Mali authorities and with a number of technical services. Official government protocols, policies, and guidelines are respected in implementation and officials are invited to jointly plan and supervise activities.

Although this is a successful program, there are five critical areas that need attention to ensure that the momentum is maintained and targets are met:

First, the performance of the Community Development Agents (CDAs) needs to be improved. The CDAs are the key program personnel at the community level, serving as the interface between the MYAP and the beneficiaries. The performance of a number of the CDAs has been lackluster and this is having a negative impact on some activities.

Second, Strategic Objective 2 needs particular attention if the two Intermediate Results are to be achieved. This will involve (1) developing a comprehensive behavior change strategy to promote improved practices in nutrition, hygiene, and sanitation and (2) instituting an improved community-level system for identifying and treating malnourished children.

Third, the SO3 team should find ways to promote the sustainability of both the Early Warning Groups and the community safety nets. Other groups working in Mali may be of assistance in proposing strategies that have worked for these two interventions.

Fourth, concrete plans need to be made to prepare an exit strategy to ensure that a majority of the activities will continue with the support of those government technical services that are already involved in program planning, implementation, and supervision.

Fifth, the program is currently scheduled to end in July 2013. By this date the MYAP team will have only implemented agricultural activities during three agricultural seasons (2010, 2011, 2012), with the full spectrum of activities (all 75 Agro-enterprise Groups and FFS) during only two of these seasons (2011 and 2012). To allow the team to appropriately carry out and complete the exit and evaluation of these activities during the 2013 agricultural season, which goes well into the October-November period, a six-month no-cost extension is recommended for Year 5.

It will also be important for the MYAP team to consult with USAID/FFP regarding the proposed changes to the Indicator Performance Tracking Table. Although some of the proposed changes involve raising targets, other changes suggested would eliminate certain indicators or lower targets.

1. INTRODUCTION

The Republic of Mali, ranked 160 out of 169 countries on the 2010 UNDP Human Development Index, is one of the poorest countries in the world. With the majority of the population living on less than two dollars a day, a relatively low life-expectancy at birth, and a high prevalence of underweight children under the age of five, Mali falls well within the vulnerability criteria used by USAID to identify Title II priority countries. Most rural households are chronically food insecure as a result of insufficient availability and access to food, and its inadequate utilization. The country is also vulnerable to shocks such as drought, flooding, and insect infestations that periodically disrupt livelihoods and put people at even greater risk.

Mali's population is now about 14.5 million people and projections are that it will grow to more than 20 million by 2031. The accelerating population growth coupled with the ever-present risk of a poor agricultural season put improving food security at the top of the agenda of the Government of Mali (GOM).

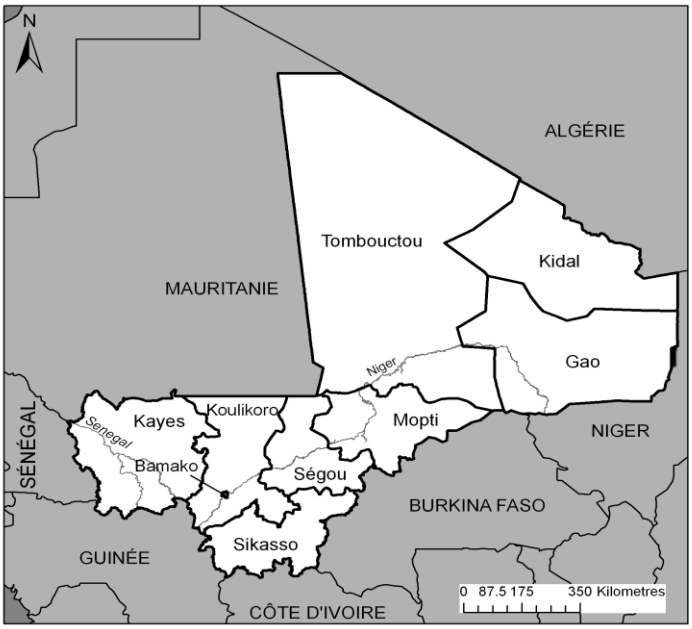
In response to the food security situation, Catholic Relief Services (CRS), Helen Keller International (HKI) and Save the Children Federation, Inc. (SC) are implementing a successful and innovative Multi-Year Assistance Program (MYAP) in Douentza District (Mopti Region) and Bourem District (Gao Region). This five-year (2008-2013) program, known as the Nema Program or the MYAP, is funded by the United States Agency for International Development (USAID) through Food for Peace (FFP). The total five-year budget is approximately 25,000,000 USD.

The goal of the program is **to reduce the food insecurity prevalence in vulnerable populations** in the targeted villages through three Strategic Objectives (SO) related to improved livelihood strategies, improved health and nutritional status, and increased capacity to manage shocks. Two transversal themes, functional literacy and governance, support all three Strategic Objectives.

To gauge whether the program is on track to meet its objectives and targets, the management team scheduled a midterm evaluation for May-June 2011. An external consultant led the evaluation team, program technical staff, and partners through a series of participatory exercises to analyze program achievements to date and to determine what areas need strengthening. This report describes the evaluation process, highlights strong points of the MYAP, proposes issues that must be resolved for continued success, and presents the key recommendations.

2. BRIEF OVERVIEW OF THE MYAP

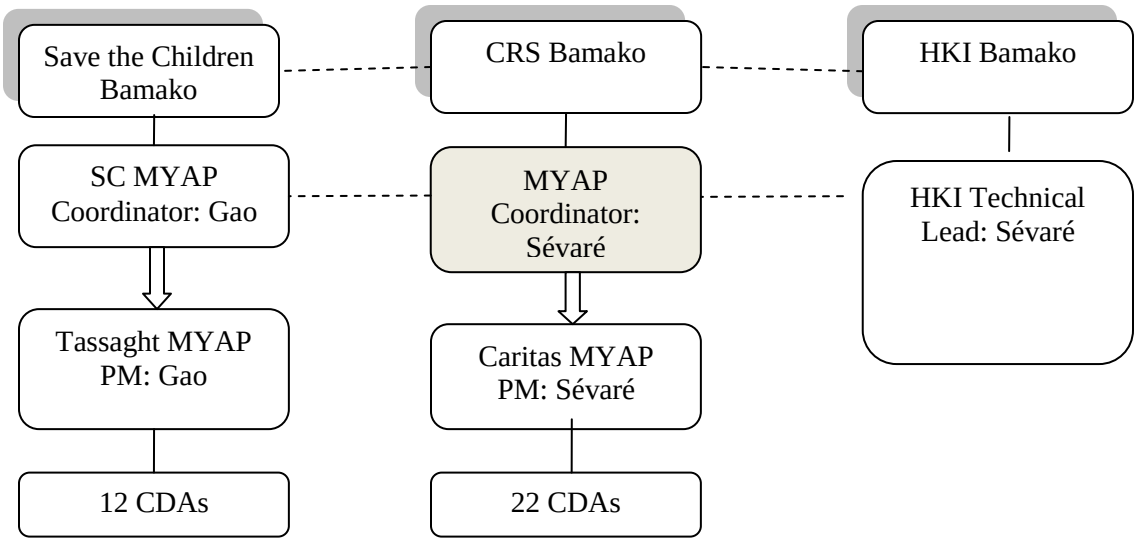
Program location: Mali is divided administratively into eight regions. Each region is further divided into districts (or *Cercles*) and the districts are made up of communes. The MYAP operates in two districts, Douentza District in the Mopti Region and Bourem District in the Gao Region. A total of 130 communities participate in the program – 30 in Bourem and 100 in Douentza. The estimated number of people benefitting from the program in both districts combined is 124,859. (See Annex 1 for a map showing the location of the two districts.)



Map showing the eight regions of Mali

Organizational set-up: The Consortium for Food Security in Mali (CFSM) that oversees the MYAP consists of the three international NGOs, CRS, SC, and HKI, with CRS as the lead organization. In Douentza District CRS works through its local partner, Caritas, which implements all program activities in this geographic zone. In Bourem District Save the Children works through its local implementing partner, Tassaght, to ensure that all activities are carried out. The MYAP Coordinator, a CRS employee based in Sévaré, manages the day-to-day activities of the program.

In terms of specific technical responsibilities, SC provides technical assistance for functional literacy while HKI furnishes expertise in nutrition, sanitation, and hygiene as well as community radio communications. CRS staff provide technical leadership in agro-enterprise, savings and credit, emergency preparedness and response, and commodities management.



PM = Project Manager CDA = Community Development Agent

To execute this complex program, the MYAP team has a number of units: the logistical support team (primarily for commodities management); the M&E specialists; an administrative unit; and a large technical team to oversee the numerous interventions requiring technical expertise. Since the SOW for the midterm evaluation focused on programmatic issues, the consultant worked primarily with the technical team members located in Gao and Sévaré and with the M&E staff based in both locations and in Bamako. (See Annex 2 for the organizational chart of technical and M&E staff.)

At the community level, the key program personnel are the Community Development Agents (*Agents de Développement Communautaire* or CDAs) who are the interface between the MYAP and the beneficiaries. The CDAs, based at the commune level, are employees of either Caritas (for Douentza District) or Tassaght (for Bourem District) and work directly with the communities to ensure the successful implementation of all program activities.

The staffing proposed in the MYAP design turned out to be inadequate at several levels. There were not enough technical staff for all the activities; the number of CDAs was too low to cover 130 villages well; and the two implementing partners, Caritas and Tassaght, had too few management staff for everything they were expected to do. These staffing issues have largely been resolved with the additional of technical staff, new CDAs hired this year, and a supervisor brought on board for each of the local partners.

MYAP framework and principal activities: To achieve the goal of reducing food insecurity, the MYAP interventions focus on three Strategic Objectives, each with two Intermediate Results (IR):

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Transversal Activities: Functional literacy and training in governance

Table 1: MYAP Framework

The principal activities for each SO are:

SO1: Training Agro-Enterprise Groups (AEGs) in locally appropriate methods for identifying profit-generating agricultural production or processing activities; organization of farmer field schools (FFS) to promote improved production techniques, crop diversification, improved seed varieties and other inputs; and the formation and training of Savings and Internal Lending (SILC) groups whereby participants, primarily women, deposit their own savings into a rotating lending fund and invest their share in promising microenterprises.

SO2: Promotion of improved infant and young child feeding (IYCF) practices through the Essential Nutrition Actions (ENA) framework and behavior change communications (BCC) techniques; rehabilitation of acutely malnourished children by supporting the capacity of the health services and communities to implement the Malian protocol for Community-based Management of Acute Malnutrition (CMAM); and encouraging improved hygiene and sanitation practices through the construction of latrines and potable water points, reinforced by BCC.

SO3: Using Food for Work (FFW), build appropriate community infrastructure projects to reduce soil erosion, improve water access, reclaim unproductive land, and protect natural resources; establish community-based early warning systems to increase community capacity to anticipate and respond to shocks such as drought and flooding; and set up safety nets to provide food to the most vulnerable people during the critical months of the “hungry season”.

As the list of villages in Annex 3 shows, not all activities are carried out in all villages. Some interventions such as AEGs, SILC groups, and Hearth activities require that certain conditions be met before a group can be established. At the time of the midterm evaluation, all 130 villages had a safety net system in place, an Early Warning Group (EWG) established, and five or more Community Health Volunteers (CHVs or *relais* in French) trained through the MYAP. All but

eight villages now have a functional literacy center and by the end of the five years, it is anticipated that all villages will have participated in building infrastructures via FFW projects. Approximately half the villages in Douentza District and one-third of the villages in Bourem District participate in all or almost all MYAP activities; this includes having a functioning AEG and/or an established SILC group.

3. OBJECTIVES AND METHODOLOGY FOR THE MIDTERM EVALUATION

The primary objective of the midterm evaluation was to assess the achievements to date to determine if the program is on track to meet its Strategic Objectives, Intermediate Results, and targets. Secondary objectives were to:

- Learn what the beneficiaries thought of the program.
- Identify any constraints or bottlenecks that are hindering optimal implementation.
- Propose solutions to problems.
- Determine if any objectives or targets need to be modified.

The Scope of Work (SOW) for the consultant and evaluation team described the Nema Program, proposed methodology, and listed 32 key questions to be answered during the midterm evaluation. Annex 4 contains the SOW in French and Annex 5 lists the English version of the key questions. The SOW key questions were divided into general programmatic questions and a smaller number of intervention-specific questions; the general questions focused on targeting, gender, appropriateness of the program design, results to date, sustainability, and the performance of the CDAs and Community Health Volunteers. The consultant added four additional themes that she reviewed in more depth: the CDAs, monitoring and evaluation, program management, and sustainability.

The MYAP management team decided that the midterm evaluation would be qualitative in nature in order to understand how the program is perceived, determine major bottlenecks, and analyze ways to ensure that targets are realistic and can be met. The principal reason for not also conducting a quantitative evaluation (such as repeating all or part of the baseline survey) is that at the time of the midterm evaluation most activities had not been implemented for a long enough period of time to reliably measure impact through a quantitative process. For example, Year 1 was dedicated to setting up systems, establishing partnerships, training staff, and other start-up processes. Some activities such as Hearth, for example, were only implemented in a handful of villages late in Year 2 and it is too soon to see significant change. Other recent activities include the construction of water points, started in the first half of Year 3, and radio messages and latrine construction, started in the second half of Year 3. Devoting time and money to a quantitative evaluation in addition to a qualitative exercise did not seem to be a good use of resources at this stage.

For this qualitative evaluation, the methodology proposed in the SOW included a document review, key informant interviews, and a field survey of various groups and individuals in MYAP communities. The external consultant chose not to include any quantitative data from the Year 2 annual evaluation as it is almost a year out of date.

Document review: The consultant conducted an extensive review of program documents such as the program proposal and the baseline survey; annual progress reports and planning documents; correspondence with FFP; trip reports by program staff, NGO technical support staff, and USAID/Mali visitors; and quarterly reports prepared by Save the Children and Caritas. (See Annex 6 for a more detailed list.)

Key informant interviews: The consultant also met with over 30 key informants representing beneficiaries, GOM technical services, Community Development Agents based in Douentza District, and senior management and technical staff from all three NGOs in the consortium. She also carried out interviews with the Caritas and Tassaght MYAP Project Managers, the MYAP technical staff, and five of the six M&E experts working on the program. (See Annex 7 for a complete list of key informants.)

Field survey: The primary purpose of the field survey in the MYAP villages was to answer the key question: "What do the beneficiary communities think of the goods and services provided by the Nema Program?" Also guiding the design of the field survey methodology and instruments were other key questions from the SOW and several topics proposed by the MYAP technical team:

- Has the training in Essential Nutrition Actions been effective?
- How is the program viewed by the CDAs?
- To what extent are the Community Health Volunteers involved in the program?
- Are there other interventions to consider for improving food security?
- What suggestions do the beneficiaries have for improving the overall program?

It was also anticipated that the field survey team would have the opportunity to observe first-hand the level of participation, the effectiveness of activities, and possible bottlenecks. The field survey team was composed of four representatives from GOM technical services, the six monitoring and evaluation (M&E) staff who work on the MYAP, and four NGO drivers:

NAME	FUNCTION/ORGANIZATION
Kadialy Koite	Mopti Regional Coordinator for SAP (*Système d'Alerte Précoce* or Early Warning System)
Lamine Traoré	CSRef - Douentza
Dr. Ibourahima Keita	Doctor in charge of nutrition at CSRef - Bourem
Soumana Koita	Head of Agriculture for Bourem District
Ag Alwaly Wanalher	M&E - Tassaght
Denis Sodio	M&E - Caritas
Modibo Bamadio	Head of M&E - Save the Children
Abderahamane Bamba	Head of M&E - CRS
Sekou Doumbia	M&E - CRS
Boureima Sacko	M&E - CRS
Moussa Diallo	Driver – Save the Children

Sekou Kassambara	Driver - CRS
Namory Yaro	Driver - CRS
Mamadou Togora	Driver - CRS

The M&E staff were chosen to conduct this survey as they are not directly involved in program implementation but do have extensive knowledge of MYAP activities. The premise is that they might be more objective and that program beneficiaries would be more forthcoming with them. The presence of the GOM agents on the team was particularly helpful as they brought their technical expertise and their knowledge of the intervention zone to the team; their participation was made possible through the generosity of HKI and SC who provided the budget for them. (Above photo: The field survey team temporarily stuck in the sand.)

Workshop 1: To prepare the field survey, the consultant had previously developed draft interview guides for groups and individuals in MYAP villages. She then organized and facilitated a three-day workshop for the field survey team (except for the drivers), the MYAP technical team, the Caritas Project Manager, the MYAP Coordinator, and an M&E specialist from CRS/Burkina Faso. The participants accomplished the following tasks:

- Reviewed and revised the draft interview guides for group and individual interviews
- Developed three additional guides
- Conducted the sampling to select the villages
- Practiced using the guides
- Organized the field work

By the end of the workshop, there were discussion guides or questionnaires for six groups (Literacy, SILC, AEG, Hearth, Safety Net Commissions, and Early Warning Groups) and for four types of individual interviews (CDAs, Community Health Volunteers, FFW recipients, and FFW non-recipients). To facilitate administration of the questionnaires, the workshop participants brainstormed possible responses to add to the guides; rather than writing out the responses, these could simply be simply checked on the form if the interviewees cited them. (See Annex 11 for the interview guides.)

Sampling: As noted above in *Section 2. Brief Overview of the MYAP*, not every village participates in the full range of MYAP activities. In selecting villages for the field survey, it was decided to visit villages with a critical mass of activities. To provide as representative a sample as possible, it was important to include a range of villages: those performing well, average villages and villages considered “weak” or less performing.

The head of M&E for Save the Children led the workshop participants in an exercise designed to produce a representative sample for the field survey. First, the technical leads for each of the major components were asked to propose villages they considered "strong", "average", and "weak". When asked retrospectively what criteria they used to rank villages, each provided a number of points:

- AEG: how easy it is to mobilize the community around AEG activities; whether the AEG has completed the activities in their business plan; and whether the business plan has been financed

- SILC: whether the SILC groups follow their internal rules; whether the management committee plays its role; whether group members participate actively in discussions during meetings; the ability to recall the accounts from the previous meeting

- EWG: either participating in or sending a report in monthly to the commune-level meeting; regular meetings at the village level (preferably monthly); maintaining regular records such as rainfall

- For the other activities (Hearth, Safety Net, Literacy, trained CHVs): The criterion was simply the existence of the activity in the community as some components were relatively new and it was difficult to rank the performance level of the villages

After this exercise, 25 villages were on the list, 15 for Douentza District and 10 for Bourem District. The list was further pared down to 10 villages for Douentza (three "strong", four "average" and three "weak") and six villages for Bourem (four "strong" and two "weak"). Due to security or accessibility concerns, no "average" villages were retained for Bourem District. (See Annex 8 for the list of villages in the sampling set.)

Field work: The field survey team spent two weeks in Douentza and Bourem Districts. The team covered each village together, conducting the interviews in teams of two or solo. At the end of each day, the team compiled the results of the day's interviews so that by the end of the two weeks, there was a complete list of responses, disaggregated by village, for each of the questionnaires. This extra effort by the team was much appreciated as it greatly facilitated the subsequent analysis during the second workshop.

Workshop 2: When the field survey team returned, the consultant facilitated a second workshop, which lasted one and a half days. The participants, essentially the same group as for the first workshop, were divided into small groups to review the findings for each questionnaire. The groups used a series of guided discussion questions to arrive at findings and conclusions. The same small groups then formulated recommendations that were discussed in a plenary session. Most of the recommendations are included as final recommendations in this report. (See Annex 9 for a complete list in French of the recommendations from this second workshop.)

Following the second workshop, the consultant reviewed findings from the document review, the key informant interviews, and the field work and wrote a preliminary report. She also prepared

and presented three debriefings, one for the MYAP team in Sévaré, one for the three NGOs in Bamako, and one for USAID/FFP.

4. EVALUATION FINDINGS

This section of the report covers the strong points of the program; evaluation findings for each Strategic Objective and transversal activity; and observations and recommendations on four other areas the consultant included in the review: the CDAs, monitoring and evaluation, program management, and sustainability. Relatively more attention is devoted to Strategic Objective 2 because of the particular challenges in implementation and the pressing need to revamp part of the strategy in order to achieve the desired results.

The development of field survey instruments, the analysis of results, and the formulation of recommendations was a highly participatory process involving the MYAP technical staff and coordinator, the M&E team, and four representatives from GOM technical services. The majority of the recommendations came out of this participatory process. Many of the other ideas for improving the program came from interviews with key informants, especially the technical advisors and the coordinator.

STRONG POINTS OF THE MYAP

In general, the MYAP is meeting its targets and indications are quite positive that the program will achieve most of the Intermediate Results by the end of Year 5. It was evident during the midterm evaluation that the program is well-known and highly regarded by the beneficiary communities and by the Government of Mali. Some of the reasons for the program's success to date can be explained by the following strong points:

1. The program is well-designed, incorporating lessons learned from previous activities and projects into the proposal document. The program is also designed around the USAID/FFP Expanded Conceptual Framework for food security and it thoroughly addresses the issues of access, availability, and utilization of food as well as risk.
2. The MYAP is well-managed, with a competent leader in the coordinator position.
3. The caliber of the technical team is simply outstanding. Not only are they dynamic and experienced in their individual technical domains but many are either from the program zones or have worked there for many years. From all appearances, they work well together.
4. There is excellent synergy among the activities of the three Strategic Objectives and the functional literacy component. The technical leads for each component work well together, continually seeking ways to strengthen the linkages between activities. The consultant noted the following examples:
    - To improve the availability of foods rich in vitamin A (SO2 priority), the SO1 team is planning a demonstration plot with orange-fleshed sweet potatoes. It is anticipated that AEGs could then produce the sweet potatoes (SO1) and women

could promote their consumption through cooking demonstrations and providing samples at markets and community events (SO2). There are similar discussions for other crops such as niébé and soy.

- Along the same lines, SO3 is looking for opportunities to provide irrigated perimeters to women interested in planting *moringa* and jujube trees. This will provide a source of revenue for the women (SO1) and nutritious food (SO2).
- An effort is being made to provide women in the Hearth groups (SO2) with gardening opportunities (SO1 and SO3) to increase the supply of local products for recipes.
- SO1 provides plants and other inputs for the infrastructures (e.g., perimeters, gardens, and dune stabilization) developed under SO3.
- SO3 is building the water points for SO2; the SO2 team will organize the water management committees and carry out BCC.
- The SO2 team is discussing with the SO1 team the possibility of their helping women to produce soap and *misola*, an enriched porridge for young children. This production would help to achieve results in improving nutrition of young children, provide soap for hand washing (SO2), and generate income for women (SO1).
- Many of the SILC groups (SO1) have been trained in the Essential Nutrition Actions and are asking for additional health and nutrition training and for Hearth sessions in their communities (SO2).

5. The MYAP design deliberately focuses on women. There are a number of examples: women are the principal actors and primary beneficiaries for SO2; the SILC activity is designed with them in mind; and the goal that women constitute 20 per cent of the membership of AEGs has been surpassed, with more than 40 per cent of the members being women. (Women are, however, less well-represented in SO3 activities such as FFW management committees, Early Warning Groups, and security net commissions.)
6. The program is well-known and well-received in the beneficiary communities, primarily because it addresses immediate needs: livelihood improvement (AEGs and FFS); access to credit; reinforcement of infrastructures that have a direct, positive impact on households and the community as a whole; food during the "hungry season" via FFW and safety nets; access to potable water; and a model for affordable latrines.
7. The MYAP is very much a "learning program", adjusting to contextual changes, revising strategies to overcome constraints, and responding to beneficiary and donor requests for changes. Examples include developing a better strategy for distributing rations to malnourished children; seeking ways to revise the SO2 approach so that real behavior change can be promoted; expanding the FFS approach to reach more beneficiaries; adding additional staff to improve operations; and in general finding creative solutions to minor and major problems.
8. The program works well with GOM authorities and with a number of technical services. Official protocols, policies, and guidelines are respected in implementation and officials are invited to jointly supervise activities.

SO1: LIVELIHOOD STRATEGIES ARE MORE PROFITABLE AND RESILIENT.

Intermediate Result 1.1: Household agricultural production is increased

The principal activity for this Intermediate Result is to reinforce the institutional and technical capacities of 75 agro-enterprise groups over the life of the MYAP. The AEGs are groups of 20-25 community members who work together and contribute to a shared production and marketing plan with technical and financial support from the program. Training covers organizational development, basic business skills, and understanding market requirements. With guidance from the SO1 team and its partners, AEG members undertake market opportunity identification exercises and conduct market chain analyses to better identify opportunities that complement each group's resources, strengths, and potential.

A woman member of an AEG in Falembougou examines the group's production of shallots.

This training enables the groups to make more rational decisions on what to produce, when to produce, how much to produce, and at what price to sell to realize maximum profits. Once the group has had sufficient hands-on experience through the training exercises, they develop a business plan and submit it to the program for financing. In Year 2 alone, the program provided 20 investment grants worth almost $100,000 and by the end of Year 3 will have financed all but five of the 75 AEG business plans. This is an impressive achievement as the AEGs must satisfy a number of stringent criteria before they qualify for financing. The SO1 team is well on its way to achieving the goal of reinforcing 75 AEGs: a total of 73 AEGs have already been formed, with 58 groups in Douentza and 15 in Bourem.

Given the many benefits of AEGs, one of the key questions in the midterm evaluation SOW was: "*Is it possible to have an AEG in each of the 130 villages in the Nema Program*?" Unfortunately, the answer is No as certain conditions need to be met before an AEG can be successful. These conditions include social cohesion within the group, a shared vision, the availability of markets, a certain level of experience among group members, and the availability of resources.

To reinforce the technical capacities of the AEGs, the MYAP organizes Farmer Field Schools; a total of fifteen are planned during the life of the program. These peer education schools provide theoretical and practical training in better techniques and use of improved inputs. Each FFS starts with a participatory diagnostic exercise to select the themes for the school. Typical themes include truck gardening (*maraichage*); improving millet, sorghum, rice or niébé production; animal fattening; agroforestry; chicken raising; and production of forage crops such as *bourgou*. For agricultural production, contrasting demonstration plots are planted, comparing traditional

methods and inputs with improved techniques and inputs. The participants analyze the results and draw their own conclusions.

Following the FFS, the participants are encouraged to set up replication plots to disseminate what they have learned. The FFS held so far have been a resounding success and in response to a recommendation from USAID/FFP, the SO1 team has expanded the activity significantly. The original target (Indicator 1.1.6) was to reach 1,500 farmers; the target was recently increased to 6,750 and now the team anticipates that 10,000 farmers will be reached by the end of the program, more than a six-fold increase.

There are a number of positive indications that the institutional and technical capacity-building of these AEGs will result in increased agricultural production:

- The SO1 team works in close partnership with the local branches of the Ministry of Agriculture and with the Institute of Rural Economy (IER), Mali's leading research institute. IER researchers have been instrumental in the success of the FFS, introducing improved crop varieties and better production techniques.

- The MYAP proposal set a goal that 20 per cent of AEG members be women, but this goal has already been exceeded: over 40 per cent of the AEG members are women and some AEGs are composed entirely of women.

- During the midterm evaluation field survey, respondents who participate in an AEG expressed their deep appreciation for the training and support received. They commented on the systematic, logical approach to making business decisions and stated that as a result of the MYAP intervention, they work in a more coherent and efficient fashion.

- MYAP beneficiaries also noted that the AEGs have reinforced social cohesion in their communities, bringing people together who only occasionally had the opportunity to meet before.

There are also challenges to be addressed, especially for the AEGs. When the SO1 team and its partners conduct the training, only a few members from each AEG participate due to space limitations. The theory is that those participating will then train the remaining members of their group but this does not routinely happen. During the midterm evaluation field survey, it was clear in interviews with AEG groups that not all members understand the steps involved in product selection and marketing. Since making

Farmer Field School participants in action

sound business decisions requires a good understanding of agro-enterprise processes, this gap in knowledge needs to be corrected. It was also clear during the field survey that AEGs do not necessarily continue to conduct the rigorous periodic analyses that are essential for making sound business decisions. The tendency of many groups is to continue with the same product, to use the same market information system, and to adhere to their original action plan from one agricultural season to the next even though circumstances may have changed and new opportunities may be available. Again, the purpose of the training and follow-on support is to encourage AEG members to expand their thinking and to consider new and better ways to increase their revenue. (One reason for this lack of initiative on the part of AEGs may be inadequate support from the Community Development Agents who are supposed to work with the members. This performance issue will be discussed in subsequent sections of this report.)

A third challenge for the SO1 team is to ensure that the post-FFS replication plots are correctly set up, that those responsible for the plots share what they have learned, and that quality monitoring takes place so that the results are reliable and conclusive.

Intermediate Result 1.2: Targeted household revenues increase

To achieve this Intermediate Result, the MYAP team plans to establish a total of 585 SILC groups. The SILC approach is based on a simple proven premise: Participants can use their own resources to set up internal loan funds that they manage themselves. They can also set up a social insurance fund for the emergency needs of their members. CRS has had notable success with this approach in Mali and in other countries.

The SILC component of the MYAP was set up with women in mind and in fact, as of June 2011 approximately 90 per cent of the SILC members are women according to the SILC Technical Advisor. They primarily use the loans to set up or expand small-scale commercial activities, thereby increasing household revenue. In another example of program synergy, the agro-enterprise groups are also learning how to set up SILC groups.

To reinforce the capacities of the new SILC groups, the MYAP trainers use a manual developed by CRS that provides comprehensive guidelines for establishing and training these self-managed groups. Once trained, the SILC groups are able to function independently with no outside support. Indeed, during the midterm evaluation, the field survey team encountered SILC groups established several years before the MYAP started. These groups were still going strong; some even had all the original members.

The initial MYAP SILC groups were established by the Community Development Agents who also identified community members interested in being trained as field agents (*animateur villageois*). Once trained, the field agents contract with interested community members to set up additional SILC groups on a fee-for-service basis. This ensures expansion and sustainability of the intervention. The number of community-based SILC field agents trained by the program has exceeded the planned target of 20 with a total of 36 agents trained, the majority (80 per cent) being women. As of June 2011 these agents had organized 74 groups out of a total of 111 existing groups, making an impressive contribution toward the program goal of 585 SILC groups by the end of the MYAP.

The SILC groups are one of the success stories of the MYAP for a number of reasons. First of all, the members help to ensure short- and long-term household economic resilience to periodic food security shocks. For example, households are better able to pay basic fees and transportation costs to the nearest health centers, purchase varied and more nutritious food, and pay for school-related expenses for their children. Other advantages of this MYAP activity include the following:

- This is an activity primarily set up by and for women, providing them with the means to engage in income-generating activities, achieve greater economic independence, and develop new skills.
- Once the groups have been trained, they are self-sustaining and need no outside support.
- Post-project sustainability is enhanced with the identification and training of village field agents who have the opportunity to develop SILC groups under the supervision of MYAP staff.
- The SILC groups provide a forum for other development activities. A number of groups have already participated in training in the Essential Nutrition Actions and several have organized "listening groups" to follow the nutrition and sanitation messages broadcast on community radio. Other groups are asking for the ENA training and for Hearth sessions in their communities.
- Establishing SILC groups promotes social cohesion, develops leadership skills among women, gives women a voice in their community, and provides a safe forum in which women can discuss their problems, try out new skills, and receive support for their plans to make a contribution to their family's economic well-being. The groups also provide practical lessons in participatory approaches and democratic decision-making.

With these numerous strong points, it is not surprising that beneficiaries interviewed during the midterm evaluation field survey were eager to share what they had gained from membership in a SILC group: the ability to take out a loan with dignity and discretion; a sense of solidarity within the group; a broadening of one's horizons; the opportunity to engage in an income-generating activity; and learning about a wide variety of topics such as nutrition, health, and agro-enterprise.

As with every intervention, SILC also has some challenges to address to make it even more effective. First of all, the village-based field agents need a fair amount of support if they are to succeed in setting up SILC groups. One of the challenges has been to find enough nearby communities that don't as yet have SILC groups. And once communities are identified, the field agents need an introduction into these villages so that they have some legitimacy and credibility. The SO1 team has found a partial solution: Certain field agents were introduced to AEG members attending the Farmer Field School. Since participating in SILC is one of the activities for AEGs, this provided some field agents with ready-made clients.

As the field agents set up more and more groups, sometimes in non-MYAP villages, monitoring the quality of their work and providing support to the new groups becomes more difficult for the CDAs who have a finite amount of time. The SO1 team is encouraging each CDA to set aside time for a monthly meeting with the field agents in his or her zone. This is an opportunity to

discuss progress, engage in joint problem-solving, and provide refresher training on the SILC modules.

A SILC group holds its weekly meeting

The SILC activity is well-monitored with the technical advisor maintaining a comprehensive data base on number of groups, the work load of each CDA and field agent, the amount of money available in each loan fund, and other relevant information. It would also be useful to document how members use the loans and how much additional revenue their economic activities generate for the household. A mini-survey could be added to the annual evaluation, for instance.

This MYAP activity is working smoothly and has every chance of obtaining its targets by the end of the MYAP, providing numerous benefits and capacity building for its members. Whether future activities include the development of networks linking various SILC groups and/or more formal relationships with financial institutions will depend on how well the SILC groups evolve and the desires of their members. With only two years left in the program, it may be premature to consider establishing networks. This step would require a high level of confidence among groups and a great deal of support from the MYAP team in order to succeed.

Note: One of the key questions in the evaluation SOW was: *"The Trickle Up NGO also has credit and savings activities in the same zone. In comparing SILC to the Trickle Up credit and savings program, what conclusions can one draw?"* Like SILC, the Trickle Up program also targets vulnerable populations with a particular emphasis on women. The methodology is quite different from the SILC approach. Trickle Up uses a community-wide participatory appraisal approach to identify the most vulnerable people. It is a transparent, public process. Once the community has established its list, the Trickle Up local partner, usually a Malian NGO, administers a questionnaire to each person on the list to determine if s/he qualifies as "very poor".

The beneficiaries selected through this two-step process are organized into credit and savings groups of approximately 25 members and participate in six training sessions. Once the training has been completed, each person receives a grant of 50,000 (approximately 110 USD).The grant is to be used to set up an income-generating activity.

Both programs focus on providing economic opportunities to vulnerable groups, especially to women. The main differences are that (1) SILC group members self-select and (2) the MYAP does not provide grants or loans. Both approaches have their pros and cons. Since the consultant was not able to observe the Trickle Up process in the field or to meet with Trickle Up beneficiaries, it was not possible to compare the two approaches in depth. In terms of

sustainability, the SILC approach does encourage sustainability since no outside inputs or support are required once a group completes the training and graduates.

Recommendations for SO1

Agro-enterprise and Farmer Field Schools

1. Complete refresher training for all agro-enterprise groups on the main steps in the agro-enterprise approach (by the end of December 2011). Before starting the training, prepare a skills assessment for each group.
2. Reinforce the capacity of the agro-enterprise groups to conduct a systematic review of their action plans on a regular cycle and to revise them as needed.
3. Translate the principal agro-enterprise training tools and the business plans into the local language.
4. Set up detailed monitoring plans for those technical services and consultants monitoring the post-FFS individual replication plots.

SILC

1. Record SILC meetings for the radio in order to advertise the availability of the village field agents to set up groups in neighboring villages.
2. Continue to encourage monthly meetings between CDAs and the field agents they support.
3. Continue to provide support to those SILC groups interested in forming AEGs.
4. Ensure that the CDAs introduce the village field agents to nearby villages and that they provide regular support to them.
5. To the extent possible, CDAs should monitor the SILC groups set up by the village field agents.
6. Hire the literacy teachers to set up SILC groups in order to reach the maximum number of communities.
7. The MYAP team may want to see what type of entrepreneurial training the Trickle Up program provides to its beneficiaries.
8. Translate the essential SILC documents into the local language and ensure that groups have kits and management tools.

SO2: CHILDREN UNDER FIVE YEARS OF AGE ARE LESS VULNERABLE TO ILLNESS AND MALNUTRITION

HKI is the technical lead for SO2, with SC and Tassaght ensuring the implementation of activities in Bourem District and CRS and Caritas responsible for nutrition, hygiene, and sanitation in Douentza District. Two HKI staff support the program: one Nutrition Advisor based

in Bamako who devotes part of her time to the MYAP and a full-time Nutrition Advisor based in Sévaré who works primarily in Douentza District. HKI is currently recruiting for a full-time person to be based in Gao to provide much-needed support to Bourem District. (It should be noted that the Bamako-based Nutrition Advisor, a key player for this Strategic Objective, is leaving in July and her replacement has not yet been named.)

The principal GOM partner is the Ministry of Health (MOH). The MOH structure closest to the community is the CSCOM (*Centre de Santé Communautaire* or Community Health Center). Each CSCOM, located at the commune level, is responsible for a number of villages within a well-defined zone. The SO2 strategy is to work through the CSCOMs in Bourem and Douentza Districts. In the communities themselves, the program also works with Community Health Volunteers who are unsalaried. Most villages have several volunteers, including some women, who have varying levels of training and literacy levels. At least five CHVs per MYAP village have been trained in nutrition and basic hygiene and sanitation through the program.

Challenges for the SO2 team: Before discussing the Intermediate Results and activities, it is important to note that the team implementing this Strategic Objective faces three challenges that make it relatively more difficult to achieve objectives and targets compared to the other two SOs. First, achievements for this SO will primarily be measured by changes in behaviors related to nutrition, hygiene, and sanitation. Effecting behavior change in these areas is a challenging, time-consuming process and requires (1) a well-developed strategy to persuade people to change long-standing practices and (2) concrete measures for reinforcing consistent practice of the new behaviors. Following are three suggestions for strengthening the behavior change activities.

Behavior change strategy: In reviewing the activities for this SO, one striking omission is the absence of a document describing the behavior change strategy. There is a list of key messages consisting of most of the Essential Nutrition Actions and four hygiene and sanitation messages (hand washing, use of latrines, transport of drinking water, and kitchen hygiene), but there is no accompanying strategy addressing such questions as:

- What are the key behaviors the program is promoting?
- To whom should each message be directed (priority groups, influencing groups)?
- What are the determinants of behavior change in this environment (perceived social norms, perceived negative and positive consequences, and belief that one has the necessary skills to adopt a new behavior)?
- What are the key factors affecting behavior change (benefits, barriers)?
- What are appropriate channels of communication for each behavior (person-to-person, group, radio, visual aids, theater, song, etc.)?
- What actions are necessary to support and reinforce positive behavior change?
- What activities need to take place to ensure the successful implementation of the behavior change strategy (e.g., training, advocacy, materials development)?

Ideally, formative research would have been conducted once the baseline survey was completed and the findings used to inform the strategy for nutrition and for hygiene and sanitation. This did not happen. A high priority recommendation is to bring in a BCC consultant to work with the SO2 team and partners to (1) provide basic training in formative research, (2) lead the team in

conducting a limited number of research exercises in both districts around themes proposed by the program team, and (3) develop the behavior change strategy for both SO2 Intermediate Results. For example, the consultant could provide training and practice in the Trials for Improved Practices (TIPS) methodology, which has been used successfully in similar settings to determine what behaviors it is really practical to promote. If feasible, it would be extremely useful to include some CDAs and perhaps some CHVs who are literate in spoken French in the work sessions with the BCC consultant.

HKI has extensive experience in developing behavior change strategies. There are also excellent resources available. A comprehensive training curriculum, *Designing for Behavior Change*, is available via the Core Group at http://www.caregroup.org A second source for technical reference material is the web site for the Maternal and Child Health Integrated Program, a USAID-funded initiative with a mandate to provide ongoing support to Child Survival and other health programs: http://www.mchipngo.net.

The behavior change strategy should:

- Ensure that other groups in addition to mothers are included as target populations. Some examples are men, grandmothers, community leaders, traditional healers, and youth.
- Include a community-level advocacy component to bring everyone on board to promote better nutrition, hygiene, and sanitation practices for improved child health.
- Provide a number of avenues for promoting behavior change.
- Focus on a limited number of messages for maximum impact.

Training in negotiation techniques to better promote behavior change: The SO2 team has devoted considerable time and effort to train large numbers of people in the Essential Nutrition Actions and related messages for Community Management of Acute Malnutrition and hygiene and sanitation. There is evidence that those trained have retained many of the messages. Women in SILC groups trained in ENA and the CHVs were able to list most of the key themes during the field survey interviews. However, while many recipients of the training may be able to recite the messages, they have had no training or practical experience in how to actually effect behavior change in others.

This might involve, for example, negotiation - working with a mother to determine what behavior or combination of behaviors she is willing to try out for a limited period of time. The behavior change advisor, who could be a neighbor with some special training, follows up with the mother after a few days to see what worked and what the mother observed. If the experiment was successful the advisor may work with the mother to add new behaviors or simply encourage the mother to continue the changes for a longer period of time.

HKI has developed useful materials for training community-level volunteers in techniques for promoting and reinforcing behavior change in other countries including Niger, where the context and challenges of promoting positive changes in nutrition practices are similar to those found in Mali. The approach, based on the Stages of Change theory, trains volunteers in real-life settings to use negotiation techniques to convince mothers to try out a new behavior or to persuade community members to adopt new practices in hygiene and sanitation. By practicing the

negotiation techniques in a real-life supervised setting, the volunteers develop confidence in their ability to promote behavior change.

Moving forward into Year 4, it will be important for the SO2 team to take the IEC/BCC activities a step further, perhaps by adapting materials developed locally or in Niger and designing practical training sessions in negotiation techniques first for the CDAs, then for CHVs, Volunteer Mothers assisting with Hearth, and others responsible for promoting changes in infant and young child feeding, hygiene, and sanitation.

Care Groups: To further strengthen the behavior change activities at the community level, especially for promoting changes in IYCF, the SO2 team is considering creating Care Groups, a recommendation made by recent visitors to the program. Using mothers as peer educators is an approach that has had convincing results in a number of projects, especially projects promoting child health and nutrition. Since Care Groups represent a new intervention, it is suggested that the approach be tried out on a modest scale at first in 10-15 villages in Douentza District and three to five villages in Bourem District.

Criteria for selecting communities in which to pilot this approach might be villages where SILC groups have already had some training in the Essential Nutrition Actions and where there is already a cadre of Volunteer Mothers who have been active in promoting improved nutrition and hygiene practices through Hearth activities. Other considerations are villages where the CHVs are particularly dynamic and where there is a mason trained in latrine construction.

To support the Care Groups, the MYAP team will need to determine who can best work with the Care Groups to ensure that they are set up according to standard Care Group guidelines, that the leaders are adequately trained, and that there is continuous support as they evolve. There may be some CDAs who could fulfill this role. If the Care Groups are located in contiguous villages, it may also be possible to hire people in MYAP communities with a certain level of education to serve as Care Group coordinators, perhaps one person for Bourem District and two people for Douentza District.

The SO2 team may want to see if there are projects in Mali that have had experience with Care Groups. HKI may also have current projects that could serve as a resource for the MYAP. There are a number of useful guides for organizing, training, and supporting Care Groups including *The Care Group Difference: A Guide to Mobilizing Community-based Volunteer Health Educators* and *Care Group Criteria*. Both can be found by following the link for the Social and Behavior Change Working Group at http://www.coregroup.org. Another useful tool is available at http://www.caregroupinfo.org/docs/Care_Group_Criteria_November_12_2010.pdf

A second challenge in implementing this SO is working through the Ministry of Health CSCOMs for the nutrition activities. On the surface, this is a logical choice as the mandate of the CSCOMs includes providing a comprehensive package of nutrition interventions such as diagnosis and treatment of malnutrition as well as IEC, nutrition demonstrations, and other preventive activities. HKI has had notable success implementing nutrition activities through CSCOMs in other areas of Mali such as the Koulikoro Region. The MYAP design calls for

working through the MOH rather than setting up a parallel system. Although this is the preferred approach, it is not working as well as anticipated.

In the program design, malnourished children were to be identified at the community level, and then directed to the nearest CSCOM for periodic check-ups and rations. The program team has made a concerted effort to work with the CSCOMs to implement this strategy, devoting considerable time and resources to capacity building, including training large numbers of MOH staff. They have also followed up the training with one-on-one sessions at the CSCOMs. However, it has been a struggle for the program team to achieve its goals with the majority of the CSCOMS in Douentza and Bourem Districts. Three major issues are:

- Few CSCOMs in the program area offer the full nutrition package according to the guidelines provided by the MOH. Even if some diagnosis and treatment services are offered, most staff do not carry out preventive activities such as IEC and nutrition demonstrations on a regular basis.

- Although it is a requirement of the MOH, few CSCOMs completely and correctly collect data on the nutritional status of children during well-child consultations. Even fewer provide accurate data on malnourished children admitted for treatment. In addition, most CSCOM staff are unwilling to incorporate the community-level data collected by the program.

- Turnover among CSCOM staff is high, requiring that new staff coming on board be trained.

Key informants offered a number of reasons for this performance issue at the CSCOM level: the centers are understaffed; there is a plethora of reports and forms to fill out; each project requesting an additional level of effort is seen as a burden; CSCOM staff may not see malnutrition as a priority; and CSCOM staff may not be confident in their abilities in the area of nutrition.

Even if the full range of nutrition services was provided, there is no guarantee that caregivers of malnourished children would increase their attendance at the CSCOMs. A number of reasons account for the low utilization rates at the CSCOM level: caregivers not seeing malnutrition as a medical problem; distance from the village to the nearest center; resources – both time and money – needed for the initial and follow-up trips; frequent CSCOM staff absences for training and other events; and the quality of the welcome in some CSCOMs.

A <u>third</u> challenge for achieving the SO2 results and targets, especially those related to nutrition, is that the program must rely on Community Health Volunteers in order to have an impact at the community level. Some volunteers are highly motivated, eager to learn more, and fully engaged in activities. But there are constraints: motivation levels vary widely; some villages have no literate Community Health Volunteers; the volunteers are also called upon by the MOH and other organizations; and most of them are less available during the planting and harvest season.

In spite of these challenges, the MYAP team is determined to meet the SO2 Intermediate Results in nutrition, hygiene, and sanitation and continues to explore creative solutions to problems. In the picture to the right, a Community Health Volunteer measures arm circumference during a community-level screening.

Intermediate Result 2.1: Caregivers of children under five and pregnant women are applying improved nutrition and feeding practices.

Under this Intermediate Result there are three main activities:

1. Establish and strengthen systems for the diagnosis and treatment of malnutrition in 130 villages.

The initial approach as outlined in the proposal called for the identification of malnourished children 0-59 months through screening at the community level, followed by referral to the CSCOM for treatment, including the distribution of rations. As noted above, there are issues with this approach including the low rates of utilization of these structures for malnourished children. As of the end of Year 2, the number of children actually seen at the CSCOMS and receiving rations was far below program targets. As a result, the program team developed a new strategy called the "advanced strategy" and began to implement it in December 2010.

Under this strategy, Community Health Volunteers screen children monthly at the community level using arm circumference bands. If a child is moderately malnourished, the caregiver is strongly encouraged to take the child to the CSCOM for a checkup, and is provided with the first ration as an incentive to go the CSCOM to continue the treatment. Under the supervision of program staff, the CHVs conduct the screening, distribute the rations, and maintain the registers with names of children screened and their middle upper-arm circumference. If a child is severely malnourished, the caregiver must take the child to the CSCOM for medical follow-up and treatment.

The new approach has met with remarkable success, with the number of moderately malnourished children identified and receiving rations increasing substantially. There are some concerns with this community-based approach, however. As the program sought to use the first ration distribution to encourage caregivers to take these children to the CSCOMs, where they would then be registered and followed through their treatment, there is no community-based system in place for accurately tracking which children are rehabilitated and how many rations

each child receives. As mentioned above, CSCOM registers and data are not well kept, and are not integrating data relative to children screened in the communities. (The number of rations is known but a child may receive rations for several months and it is difficult to determine the actual number of children served.)

Second, the distribution of rations at the community level may actually be a disincentive for caregivers to take moderately malnourished children to the CSCOMs. Third, not all 130 villages conduct screening and distribution every month. The program team estimates that on average 80% of the villages in Douentza conduct the screening and distribution and the percentage for Bourem is somewhat higher. Even with additional effort, it is unlikely that every community will have a reliable system in place by the end of five years.

The keys to success are the Community Health Volunteers and the willingness of caregivers to bring the children for screening. One anticipated problem to prepare for is that both caretakers and volunteers will be less available during the agricultural season, which last for several months starting in June-July, depending on the arrival of the rains. In spite of these issues, this is a much-improved way to ensure a wider distribution of food for moderately malnourished children.

To further improve this strategy and more accurately count the number of children receiving rations and being rehabilitated, the program team is considering a more comprehensive community-based activity. It is recommended that this activity take the form of operations research (OR) with the objective of testing the feasibility and effectiveness of using rations at the community level to rehabilitate moderately malnourished children. According to HKI nutrition staff who participated in a May 2011 workshop to review the national protocol for management of acute malnutrition, the MOH was favorable to such a pilot study as it would provide evidence about whether such an approach is effective. The study should be designed and implemented following the standard steps for operations research.

The research would require an improved record-keeping system at the community level: each child participating in the activity would have a ration card (one has already been designed) and the CHVs or other literate community members would maintain a register to record rations received by each child and to track changes in mid-upper arm circumference (MUAC). The CHVs would also continue to be responsible for referring both moderately and severely malnourished children to the CSCOM and conducting home visits. As the level of involvement, especially the record-keeping, would require more time and effort on the part of the CHVs, it is recommended that they be compensated for their effort, perhaps on a results basis such as number of children enrolled and tracked per month.

There are other issues to resolve besides accurate record-keeping, referrals, and home visits. Two of these issues involve following MOH protocol and ensuring that the CSCOMs carry out their mandate:

- ensuring that children identified as moderately malnourished receive a medical check-up by CSCOM staff
- finding a way for CSCOM staff to certify that a child is rehabilitated

Program staff have proposed that the caregiver must take the child to the CSCOM for the initial medical checkup in order to receive the ration card entitling the child to rations. Where villages are located at some distance from a CSCOM, this can create a burden for caregivers. The program team should also explore the possibility of arranging for outreach visits by CSCOM staff where all children identified as moderately malnourished in a community receive a medical check-up at the same time.

Another important consideration to help ensure the success of this community-based approach for diagnosing and treating malnutrition is to involve the entire community through a series of awareness-raising activities designed to secure the commitment of community leaders and other influential people to support the screening and rehabilitation efforts.

Going forward, the SO2 team, HKI, and MYAP managers will need to decide on an appropriate level of effort to devote to the CSCOMs. The principal activities to date have been (1) training CSCOM and other MOH personnel in ENA and CMAM, (2) working with CSCOM staff to improve data collection on malnourished children, (3) collecting the CSCOM data on a quarterly basis, and (4) helping CSCOM staff manage the food rations, including record-keeping. While it may be difficult to reduce the amount of effort directed toward the CSCOM teams, there are two reasons to consider this shift. First, the MYAP is going into its fourth year and it is doubtful that there is enough time left to effect a significant turnaround in the level of involvement and the quality of the performance of most CSCOM staff. Second, in considering how much time to spend on reinforcing the capacity of CSCOM staff, the MYAP team will need to keep in mind that time and other resources will be required for two important SO2 activities: reinforcing the BCC strategy and setting up a quality operations research study in order to improve the community-level system for identifying and rehabilitating malnourished children.

One suggestion: Rather than continuing with widespread training for MOH personnel, consider devoting these resources to additional training in BCC techniques for Care Groups, Community Health Volunteers, and Volunteer Mothers. These resources could also be used to conduct community-wide awareness campaigns on the importance of improving nutritional practices for infants, young children, and pregnant and lactating women. One way to involve everyone is to have the community analyze the costs (financial, time, loss of life) of poor nutritional status and poor health outcomes for children and pregnant women.

2. Promote improved nutrition and feeding practices among caregivers using Positive Deviance Hearth (PD/Hearth) methodology in 45 villages.

The goal of this activity is to organize one or more PD/Hearth sessions for moderately malnourished children in 45 of the 130 MYAP communities. To date children in a number of villages in both districts have benefitted from this intervention. On the positive side, the Hearth activity provides a convincing demonstration of the direct link between diet, nutritional status, and overall good health. Although the connection between malnutrition and diet is not well-understood in rural Mali, even outside observers such as fathers acknowledge that children who benefit from improved feeding practices as a result of Hearth gain weight and regain their health.

Strong points of this activity include the following:

- CRS has hired a dedicated employee who provides technical guidance for the Hearth activities in Douentza and Bourem Districts.
- The activity is well-organized, with comprehensive training for those managing the activity including CDAs, Volunteer Mothers, Community Health Volunteers, and CSCOM staff who are supposed to support the activity.
- A number of monitoring and supervision forms have been developed to assist the CDAs who organize and supervise this activity.
- Using the *Form for Hearth Sessions* (*Fiche de Séances Hearth*), the SO2 team is able to record weight changes for individual children from the beginning to the end of the Hearth session, thereby determining how many children are rehabilitated as a result of this activity.
- The criteria for selecting villages are sound: availability of volunteers, a potable water source, and local foods for the recipes; near a CSCOM; and near other villages so that the approach can be disseminated.
- The results are impressive, with 60-70 percent of children rehabilitated by the end of the Hearth session.

One important question about the Hearth activity concerns the feasibility of this approach in zones that have chronic food insecurity. This is especially an issue for certain communities in Bourem District but also applies to some communities in Douentza District as well. A basic tenet of the Hearth approach is to help people develop an appreciation for local foods and to value them as an important nutritional source. The ready availability of such foods is a condition for a successful Hearth activity and caregivers are expected to contribute food and other items. The optimum period for holding Hearth sessions is January to May when families may have adequate food stocks. However, some food items are simply not available in the village or people cannot afford them. Even providing wood or charcoal for cooking can be burdensome for poor families.

An area to explore for pastoral families, especially in Bourem where there are more pastoralists, is the possibility of adapting the Hearth recipes to include more animal protein, both meat and milk. Where these foods, especially milk such as goat's milk, are more readily available, they are an accepted part of a child's diet, furnishing protein, energy, and some micronutrients.

Due to the food insecurity problem in the MYAP intervention zone and the economic level of many participants, the MYAP program subsidizes food and other inputs in both districts. The MYAP program team should review the viability of this activity and reconsider whether it is feasible to faithfully follow the Hearth approach in certain communities, i.e., having participants contribute the food and other items. This should be carefully examined, especially in Bourem.

Another challenge for the Hearth activity is finding ways to encourage mothers to continue preparing the recipes at home. This entails home visits by the CDAs and by the CHVs to help mothers overcome constraints. The formation of Care Groups, discussed previously, would facilitate follow-up.

3. Promote improved nutrition and feeding practices through community radio in 130 villages.

The third activity supporting this Intermediate Result is the use of radio to disseminate simple nutrition messages. It is estimated that 100% of villages in Bourem District are covered by community radio; in Douentza District the coverage is approximately 75%. The SO2 team has trained 15 radio animators, recorded messages with them, and arranged for contracts for the messages to be broadcast three times a day. A number of women's listening groups have also been established in villages in both districts. Plans for Year 4 include refresher training for the radio animators and the recording of new messages.

As HKI has demonstrated in other regions of Mali, radio can be a powerful tool in disseminating health messages. There is anecdotal evidence that the messages are being heard in some MYAP villages but how often and by whom is not clear. It is also unclear to what extent, if any, CDAs are supporting the listening groups. This support is critical, especially for new listening groups.

In addition to ensuring adequate support for the newly-formed listening groups, it would also be useful to determine who is hearing what messages. One way to find this out is to conduct a mini-survey during the annual evaluation. Ralph Conley, the FFP Officer at USAID/Mali, also suggested that the Mission's community radio program staff would be a good resource for additional suggestions on making this activity more effective. To maintain listener interest, the SO2 team and radio animators should consider reviewing and revising the messages after six months to a year.

Intermediate Result 2.2: Caregivers of children under five are applying improved hygiene and sanitation practices.

This Intermediate Result is being implemented through four inter-related activities, all of which promote improved hygiene and sanitation practices:

- Disseminating hygiene and sanitation messages during the Hearth sessions
- Promoting improved hygiene and sanitation practices via radio
- Building 90 platform latrines in 45 Hearth villages
- Constructing 49 potable water points

Three of the four activities are quite new: the radio messages have only been disseminated for a few months; to date only three water points have been completed; and the latrine construction began in May of this year. Although the activities were recently launched, there are a number of promising indications that these efforts will result in behavior change. First of all, there are a limited number of simple hygiene and sanitation messages, facilitating dissemination and reinforcement of the behaviors. Using the results of the baseline survey, the consortium agreed on the following proxy indicators for measuring behavior change around hygiene and sanitation:

- Personal hygiene as indicated by hand washing practices
- Food hygiene as indicated through the proper washing of kitchen utensils
- Water hygiene as indicated by the proper conservation of drinking water
- Environmental hygiene as indicated by the increased use of latrines by caregivers

Second, building latrines and water points will greatly facilitate adoption of these practices. A promising development for promoting increased use of latrines is the SO2 team's decision to use

the Community-Led Total Sanitation methodology, an approach that involves the whole community in analyzing the negative impact of defecation in the open air and finding solutions appropriate for their community. Although this approach requires more effort, it is likely to encourage the construction and utilization of many more latrines than the 90 planned by the program.

Four other positive points that will help to ensure achievement of this Intermediate Result are:

- The MYAP team is working closely with three Government of Mali technical services (Water, Hygiene, and Sanitation) on both the latrine and the water point activity.

- The SO3 team is assisting by overseeing the construction of the water points, another example of program integration.

- The decision to build the 90 latrines in the Hearth villages provides an additional impetus for the adoption of the hygiene and sanitation behaviors promoted during the Hearth sessions.

- Save the Children and CRS have each hired a full-time water/sanitation technician to oversee activities in Bourem and Douentza respectively.

To further improve the hygiene and sanitation component, it is recommended that the water management committee be trained before the water point is completed. If not already done, the CHVs should be included in the training session so that they can reinforce the messages. It is also recommended that a full-scale community awareness campaign be conducted to ensure that the water point is kept as clean as possible and that drinking water is properly transported and stored.

Recommendations for SO2

General recommendations

1. Bring in a BCC consultant to work with the SO2 team and partners to (1) provide basic training in formative research, (2) lead the team in conducting a limited number of research exercises in Douentza and Bourem Districts around themes proposed by the program team, and (3) develop the behavior change strategy.
2. Provide training in negotiation techniques for promoting behavior change for CDAs, CHVs, Volunteer Mothers, Care Group leaders, and others involved in behavior change activities.
3. Establish Care Groups to reinforce the behavior change strategy and to ensure sustainability of IEC/BCC interventions.
4. Decide what level of effort and resources to devote to the CSCOMs.
5. Make more strategic decisions about training activities. Consider doing less refresher training of large numbers of MOH personnel and CHVs and focus resources instead on Hearth villages; training in BCC, including negotiation techniques; and establishing

effective Care Groups.

6. For the Community Health Volunteers:
    a. Ensure that the CDAs and the CSCOMs provide adequate support to the CHVs through monthly visits.
    b. Provide work-related materials to all CHVs: counseling cards in the local language, if possible (*boîte à images*); Shakir arm bands; and indelible ink for identifying children already screened during monthly screenings.
    c. Include the CHVs in BCC training, including how to negotiate for and reinforce behavior change.
    d. Develop a job description for the CHVs.
    e. Continue to organize public ceremonies honoring high-performing CHVs.
    f. Work with communities to help them find ways to reward and motivate their volunteers.
    g. Provide CHVs with a badge to identify them.

Nutrition activities (IR 2.1)

1. Design and execute an operations research study to test the feasibility and effectiveness of a community-based program for identifying and rehabilitating moderately malnourished children.
2. Design a motivation campaign to involve the entire community in improving nutrition practices for women and young children.
3. Decide on the appropriate level of involvement with the CSCOMS for nutrition activities.
4. Ensure that HKI fills the vacant positions in Bourem and Bamako as soon as possible.
5. Improve the CDAs' supervision of all SO2 activities.
6. PD/Hearth:
    a. Organize refresher training in PD/Hearth for all CDAs.
    b. Review the feasibility of maintaining the PD/Hearth approach in extremely poor communities, especially in Bourem District.
    c. Provide opportunities for gardening activities for mothers participating in Hearth sessions.
    d. Introduce new menus, especially those rich in vitamin A.
    e. Examine the possibility of creating recipes using more animal products, especially milk, in pastoral zones.

Hygiene and Sanitation (IR 2.2)

1. Ensure that water management committees are in place before the water point is completed.
2. Ensure that basic IEC/BCC activities take place before the water point is completed.

Radio

1. Ensure that CDAs provide an appropriate level of support to the newly-formed listening groups.
2. Conduct a poll (*sondage*) to determine who hears the radio messages and what they retain. This could be done during the annual evaluation exercise.
3. Renew and revitalize the radio messages periodically to maintain listener interest.
4. Consider contacting the USAID/Mali community radio program for additional ideas.

SO3: TARGETED COMMUNITIES MANAGE SHOCKS MORE EFFECTIVELY

Communities in Mali are exposed to periodic shocks that can significantly affect food security by negatively impacting access, availability, and utilization of food. For this reason the MYAP includes a number of activities designed to identify shocks early on and to mitigate the consequences of shocks, thereby reducing the risk of increased food insecurity.

Intermediate Result 3.1: Community early warning and response systems are in place.

There are two principal activities for this IR. The first is to set up and reinforce an Early Warning Group in each of the 130 MYAP communities. These groups have been established but not all are functional yet; the team leader for SO3 estimates that 79 out of 130 are functional.

In general, the members have the capacity to fulfill their role although literacy poses a challenge. The interviews with EWG members during the field survey showed that the EWGs do understand how the information they collect is used at a higher level. The members are especially interested in tracking rainfall. (See photo at right where an EWG learns to use a rain gauge.) They also state that they monitor market conditions more closely now, looking for sustained trends that might indicate a problem, and that they now know whom to contact in case of a problem in their community. Beneficiaries also appreciate the fact that organizing an EWG leads the members and the community to reflect on disaster preparedness and to have a plan in place should the village be exposed to risk.

Fortunately, no major shocks have occurred recently in the MYAP communities but the absence of shocks makes it difficult to assess whether the EWGs and the communities as a whole have actually improved their ability to identify and respond to shocks. However, it should be possible to conduct a knowledge survey with a representative sample of villages to determine whether the

EWG members and others can identify shocks in advance and describe what should be done in the case of various shocks. This could be done during the annual evaluation.

The main concern with the EWGs is whether they will continue to carry out their functions once the MYAP ends. The program team should take proactive steps now to ensure a higher rate of sustainability for this activity. One suggestion is to find out about other community-based early warning systems in Mali that have endured and to find out what makes them sustainable. Even with such steps, it is unlikely that all 130 communities will have a functional EWG by the end of the MYAP. The team leader estimates this figure will be closer to 75 per cent.

The second activity for achieving this Intermediate Result is the identification of FFW projects for improving community infrastructures. Most of the projects are directly related to improving livelihoods; these include irrigated perimeters, warehouses, water retention measures, gardens with wells, and vaccination parks for livestock. Other projects protect the communities from flooding or from the encroachment of sand dunes. The goal is to create two structures per community and it is highly likely that the SO3 team will achieve this target.

This activity is one of the most successful and appreciated by the beneficiaries for two reasons. First, the food is provided during the "hungry season" and is doubly appreciated at that time. Second, the type of infrastructure to be built is chosen by the community and almost all projects benefit the entire community in one way or another. (The exception is irrigated perimeters where the number of plots might be limited.) During the field survey, the vast majority of respondents stated that they were quite satisfied with the quality of the finished infrastructure. The benefits of these infrastructures will continue long after the program ends, increasing production, improving agricultural and pastoral livelihoods, and protecting the community. (Photo at right: a canal for an irrigated perimeter in Sobi.)

Although one of the most successful program interventions, the FFW projects also present challenges. One challenge is ensuring that materials, labor, and the food are available on time. Sometimes the delay is due to the Bamako offices of the NGOs not responding quickly to requests. Sometimes the delay is with the planning process in the field. The SO3 team is taking proactive measures to address these issues and these measures are working: On June 23, 2011 the SO3 team leader reported that 20 of the 66 infrastructure projects planned for Year 3 have been completed, 35 are more than 80 per cent done, and the remaining 11 are more than half finished.

Intermediate Result 3.2: Community safety nets are in place.

The activity associated with this IR is establishing and reinforcing 130 community safety nets to provide food from FFP to the most vulnerable during the critical months when food is less available. To carry out this activity, each village has a commission, usually composed of

respected village elders. Illustrative criteria used to identify the most vulnerable includes female heads of households with no external means of support; the handicapped; the chronically ill who are not able to work; and older people who are no longer in the work force and who do not have family members supporting them.

One of the questions to be answered during the midterm evaluation is whether the program is really targeting the most vulnerable. For an activity such as the community safety net, it is evident that the most vulnerable are the ones receiving assistance. This was confirmed during interviews with CDAs who spend more time in villages and are aware of people's economic situation. During the field survey, the team noted that all the commissions use the criteria proposed by the MYAP and that the targeting process was fairly uniform across the villages included in the survey.

The major issue with this activity is sustainability once the FFP rations are no longer available. Given how poor most people are, there is a certain reluctance to donate part of one's harvest to neighbors and others who are casual acquaintances. Any surplus is more likely to be given to family members. For this reason it is highly unlikely that all 130 villages will set up their own system before the program ends. However, the SO3 team leader believes that up to 30 per cent of communities would be willing to set up some type of system to provide assistance to the most vulnerable people in their villages and he plans to work with these communities to build warehouses for this purpose.

Note: Although women do benefit from FFW distributions, they are less likely to be represented on the SO3 committees that oversee the activities at the village level. In most communities there are few if any women on FFW committees, the safety net commissions, or the Early Warning Groups.

Recommendations for SO3

Early Warning Groups

1. Conduct focus group discussions with a sample of EWGs to determine (1) why previous groups did not continue their activities and (2) how the program can ensure the sustainability of the EWGs.
2. Identify a main contact person at the commune level for the EWGs.
3. Carry out training in roles and responsibilities for each EWG; include certain community leaders.
4. Give each village two rain gauges.
5. Translate the forms into local language so that EWG members can fill out the registers.
6. Ensure that CDAs visit each EWG at least once a month.
7. Continue to advocate for the participation of EWG representatives at SAP meetings at the commune level in Douentza District.

FFW

1. Reinforce strategies for ensuring that the FFW projects start on time, that there are adequate materials, and that the food is available when needed.
2. Consider the possibility of prepositioning food before infrastructure completion, especially in communities where access becomes difficult during the rainy season.
3. Explore the possibility of building up to six larger infrastructures.
4. Continue to work on community mobilization by working more closely with the FFW management committees and with the CDAs.
5. Conduct cooking demonstrations with bulgur.

Safety Nets

1. Work with promising communities to set up warehouses (*greniers de prévoyance*), to be stocked by the community post-harvest.

TRANSVERSAL ACTIVITIES: FUNCTIONAL LITERACY AND GOVERNANCE

The MYAP design includes two cross-cutting activities – functional literacy and governance - that are meant to support all three Strategic Objectives. The underlying premise is that training beneficiaries in these themes will contribute to the smooth functioning and the sustainability of the various groups associated with the MYAP: AEGs, SILC groups, Hearth participants, Early Warning Groups, and Security Net Commissions.

Functional Literacy

Save the Children is the technical lead for this component and has assigned a full-time staff person to ensure that the component is executed according to plan. The goal of this activity is to establish a literacy "center" in each of the 130 MYAP villages. A literacy "center" refers not to a physical structure but to the gathering of a group of people who come together to learn to read, write, and perform simple calculations. Classes may be held under a tree, in a school room, in the shade of a building, or under a hanger. Given the high rates of illiteracy and the need for literacy skills within the various MYAP-sponsored groups, this activity is highly valued and essential to long-term sustainability of a number of the MYAP interventions.

The approach involves using theme-based texts to teach literacy and math skills. The themes used are very much in harmony with the MYAP activities. Illustrative lessons include better child nutrition, sanitation, good governance, basic hygiene, improved agricultural methods, gender issues, the importance of potable water, and how to take minutes in a meeting. During the field survey, team members interviewed members of literacy centers in each of the 16 villages. When asked which themes interested them the most or were the most useful, health and hygiene topics were at the top of the list, mentioned by 12 of the 16 groups. Learning to do simple calculations came in second, with half the groups citing the usefulness of lessons based on this topic.

The interviewees included representatives from a number of MYAP-sponsored groups, with an especially high concentration of members from AEGs, SILC groups, Early Warning Groups, and Community Health Volunteers. Fifteen out of sixteen groups noted the usefulness of the literacy classes for their group activities: keeping minutes of meetings, filling out forms, and preparing plans and reports.

A literacy group meets in the shade in Bourem District.

Another positive point concerning the functional literacy activity is that the Ministry of Education is involved in training the teachers, conducting evaluations at the end of a phase, and jointly supervising the centers with MYAP staff.

Overall, this cross-cutting activity has made important contributions to the MYAP program. All but eight MYAP villages have a center and although some centers may be functioning at less than optimal capacity, the classes are very much appreciated by the beneficiaries. As the SC MYAP Coordinator in Gao put it, "Literacy is the sap that nourishes all the other branches of the MYAP tree."

The two principal challenges for the literacy activity are salaries for the trainers and the high dropout rate in some centers. The trainers' salaries were recently raised so this is less of an issue now. However, some trainers do compare their salaries to the higher salaries provided by other organizations. As for the dropout rate, the literacy technical advisor, other MYP staff, and a number of the literacy groups interviewed during the field survey proposed Food for Training (FFT) as an incentive for attendance.

The FFT proposal sparked a passionate debate during the second midterm evaluation workshop and in the end this recommendation was not accepted for two reasons. First, many of the participants made a distinction between activities in which food distribution is appropriate (such as FFW projects and the safety nets) and activities where the obvious benefits of participation should provide sufficient motivation, e.g., the advantages of being able to read, write, and do basic calculations. Those opposed to FFT pointed out that once the program starts distributing food for an activity such as literacy classes, the beneficiaries may begin to request food for participating in other events and meetings as well. The second reason is that it is unlikely that Food for Peace managers would agree to the use of food for this activity.

Training in Governance

In June 2010, Save the Children led a five-day training of trainers in governance for approximately 25 MYAP staff. Topics included leadership, community organization, supportive

supervision, gender, synergy, and self-governance. At the end of the training the participants received a comprehensive manual.

To date training in governance for the beneficiaries has been limited to the AEGs and SILC groups. The CRS manuals used for training both groups include modules on governance-related themes such as leadership roles, the democratic process for conducting meetings and making decisions, conflict management, and the importance of keeping written records of meetings.

Recommendations for Transversal Activities

Functional Literacy

1. Ensure that the CDAs visit each functional literacy center once a month.
2. Start the literacy session on time to avoid having classes during the planting season. (Tassaght, Caritas.)
3. In the eight villages that do not yet have a literacy center, do an analysis to gauge the interest of the community before moving forward.
4. Compare the MYAP trainers' salary with that offered by other NGOs in the same zone. Consider an adjustment if results show a wide discrepancy.
5. Conduct an analysis to determine why people drop out and what measures the program can take to encourage regular attendance.
6. Find other ways to motivate the participants: Hold a "graduation ceremony" at the end of each four-month session. Provide prizes for the best-performing students. Continue to stress the importance of literacy for the smooth functioning of community groups, both MYAP and non-MYAP, and for business dealings.
7. Add two to four indicators for functional literacy to the Indicator Performance Tracking Table (IPTT).

Training in Governance

1. Determine the essential elements of governance that all MYAP-sponsored groups should be trained in, referring first to the training already conducted for AEGs and SILC groups. Develop a one to two day training module incorporating these essential elements and ensure that the other MYAP-supported groups also benefit from governance training.

OTHER MIDTERM EVALUATION TOPICS

As indicated in *Section 3. Objectives and Methodology of the Midterm Evaluation*, the consultant also reviewed four other topics that influence program implementation: the performance of the Community Development Agents; monitoring and evaluation; program management; and planning for sustainability. Findings and recommendations for each topic are summarized below.

Community Development Agents

The importance of the Community Development Agents to the success of the MYAP cannot be underestimated. Their primary mandate is to organize communities to undertake program

activities and then to provide quality follow-up and monitoring of these activities. They are the essential connection between the communities and the program: When the performance of any CDA is sub-standard, all the communities s/he works in bear the negative consequences. Whether the MYAP reaches its annual targets or achieves the Intermediate Results is directly related to how well the CDAs fulfill their mandate.

When program implementation started, it became clear that the number of CDAs was inadequate for covering 130 villages. With USAID's approval, four additional CDAs were recently hired for Bourem and eight for Douentza. There are now 22 CDAs for the 100 communities in Douentza District and 12 CDAs for the 30 villages in Bourem District.

The CDAs often work under trying circumstances. For example, conflicts within a community may make it difficult to mobilize people to undertake communal activities. In Bourem District the CDAs face insecurity and long distances between villages in some areas. In Douentza District the sheer number of villages involved in the program can present a challenge. Having a reliable means of transport can pose problems for the CDAs. A motorcycle breaking down can set them back several days in their schedule and even expose them to risk if a breakdown occurs in an isolated area. In both program zones, the peak period for many activities (FFW projects, Farmer Field Schools and replication plots, and food distribution for safety nets) occurs right before and at the beginning of the rainy season. This is also the time when beneficiaries are beginning to prepare for the agricultural season and may be less available to the CDAs.

While recognizing that until recently there were not enough CDAs to cover 130 villages adequately and that the CDAs often work under challenging conditions, there is still a performance issue with a number of the field agents; this is having a negative impact on program activities in the communities in which they work. (It should be emphasized here that some CDAs in both districts are doing an excellent job, taking initiative, showing creativity in their work with communities, and working long hours to provide effective support to beneficiary communities. The following comments do not apply to these dedicated agents.)

The CDA performance issue was cited in a number of key informant interviews conducted by the consultant. It is apparently a long-standing problem of some magnitude. For instance, it was striking that during the June 6-7 workshop to formulate recommendations, every small group made one or more recommendations to improve the CDAs' performance. Even more disconcerting is the fact that during the field survey, MYAP beneficiaries in some communities noted that they had not received a visit from their CDA in quite some time. The field survey team observed that beneficiaries were reluctant to cause problems for their CDAs but felt compelled to comment on the situation.

The recent hiring of additional CDAs will alleviate some problems but the performance issues raised go beyond work load concerns. Discussions with MYAP program staff, the CDAs themselves, and the MYAP project managers for Tassaght and Caritas highlighted some of the underlying reasons for the lackluster performance of certain CDAs:

<u>Lack of experience</u>: Some of the CDAs have impressive credentials in terms of experience and training. They have previously worked for other national or international NGOs in literacy,

health, and other fields related to the MYAP interventions. But other CDAs have little to no experience working full-time in a salaried position. They may also have relatively little experience in social mobilization, especially with rural communities. And although a technical background is not essential since the MYAP team has well-qualified technical advisors who are readily available to provide support, it is the exception to find a CDA with formal training in health, nutrition, microcredit, agriculture or any of the other technical areas of the program. This lack of experience may be one reason so few CDAs seem willing to take initiatives and to go beyond routine visits to communities.

Insufficient supervision: Until recently, both Tassaght and Caritas were understaffed at the management level. The two project managers were expected to manage staff; supervise the CDAs and organize monthly meetings with them; participate in coordination meetings, training workshops, and other MYAP events; write quarterly reports; and prepare and manage budgets. It is not surprising that field supervision of the CDAs suffered as a result of this overload. Recognizing this problem, both Tassaght and Caritas recently hired a supervisor to assist with field supervision of the CDAs. This positive development should alleviate to some extent the problem of inadequate supervision provided the supervisors have a reliable means of transport and a sufficient budget for travel to the field. It may also be necessary to provide some training for the supervisors in how to provide effective, supportive guidance to the CDAs.

Lack of accountability: Neither Caritas nor Tassaght has a formal performance management system. As a result, there is no incentive or reward for good performance and few if any sanctions for poor performance.

Lack of professionalism: Whether due to poor attitude, a lack of experience in the work force, or the lack of accountability, a number of the CDAs lack professionalism and do not exhibit a positive work ethic. One manifestation of this is how much time certain CDAs spend away from their post. This is especially evident around the time of the monthly meeting when some CDAs will spend as many as ten or more days in the district capital before returning to work.

The CDAs are given every opportunity to succeed. There are frequent training events and refresher training, the MYAP technical team stands ready to provide assistance either in person or via a phone call, and the CDAs have adequate manuals (e.g., the Hearth manual and the SILC manual) and other technical support material for each intervention.

Recommendations for the CDAs

Given how critical the CDAs are to the success of the MYAP, urgent attention is needed to address the issues described above. The two most important recommendations are to:

- Find a creative way to involve the CDAs themselves in resolving the performance issues. This could be done through a series of focus group discussions and at the monthly meetings. Consider using the same type of “positive deviance” approach as that used for Hearth activities.

- Rather than assigning each CDA to cover only one program component in a relatively large number of villages, have each CDA be responsible for all MYAP components in a much smaller number of communities.

Currently, CDAs are assigned according to technical interventions, with most focusing on only one of the following sets of activities: SILC, Nutrition, Functional Literacy, or SO1+SO2 interventions. Reorganizing the CDAs so that each is responsible for all MYAP components in fewer villages has a number of advantages:

- The CDA will spend less time traveling. This will reduce fatigue and the CDA can spend more quality time in each community, including overnight visits.

- CDAs will know their communities better; the beneficiaries will only have one CDA to work with rather than several.

- It will be more efficient: the CDA can work on more than one component during a single visit.

- Planning will be easier since the CDA will have fewer villages to cover. In Douentza each CDA would have four to five villages and in Bourem two to three villages.

- Supervision will be facilitated as CDAs will find it easier to maintain their monthly program.

- With one CDA aware of all program activities for a particular village, monitoring progress in individual villages will be easier.

- The CDAs will acquire additional training and experience that may make them more competitive when they apply for other positions in development programs.

The major disadvantage is that the CDAs would need to be proficient in all the program components. However, not all communities participate in all activities. And except for the recently-hired CDAs, most of the CDAs have had some orientation or experience in the various components. Two suggestions are to (1) organize refresher courses in order for the CDAs to have sufficient competence and confidence to manage all the components and (2) ensure that each cluster of CDAs includes agents with previous experience in each of the major components. These “lead” CDAs can be called upon to provide support to their colleagues. The MYAP technical team also indicated its willingness to provide any additional support that such a reorganization might require.

Other recommendations to resolve CDA performance issues and to encourage optimum performance include the following:

1. **Performance management**: Institute a performance management system within Caritas and Tassaght and promote greater accountability among the CDAs.

2. **Supervision**: Ensure that Caritas and Tassaght supervisors understand and use supportive supervision methods. Establish a supervision system so that each CDA is observed regularly in a community setting.

3. **Rewarding good performance**: Recognize and reward excellent CDA performance. Suggestions: Invite CDAs to present their innovations and achievements at the quarterly coordination meetings in Sévaré or the consortium meetings in Bamako. Consider a raise or an annual bonus for the top-performing CDAs.

4. **Work load distribution**: Before finalizing CDA assignments based on geographic zone, conduct a work load analysis to ensure that the assignments are equitable. For example, consider distances to be covered, "problem" communities, and the number of villages with a large number of activities.

5. **Monthly meetings**:
   a. To reduce the amount of time lost around the monthly meeting, hold meetings from time to time in Douentza.
   b. Schedule the monthly CDA meeting at the end of the week (e.g., Thursday) instead of Monday.
   c. During the monthly meeting, record problem areas and communities where CDAs need additional assistance. Transmit this list to the MYAP Coordinator who will disseminate it.

6. **Recruitment**:
   a. When recruiting for new CDAs, look for candidates with experience in social mobilization in rural communities.
   b. Where possible, recruit CDAs with a relevant technical background.
   c. Disseminate recruitment announcements more widely.

7. **Certificates**: At the end of a training event, provide the CDAs with a certificate. These are important in Mali when people are applying for positions.

8. **Transportation**: Replace motorcycles that require frequent repair. Consider purchasing a motorized boat (*pinasse*) for Bourem; this is for safety reasons and to facilitate transport.

9. **Conflict management training**: Since many CDAs work in communities that are divided into opposing camps, organize a one-day training in conflict management with opportunities to practice via role play and/ or case studies.

Monitoring and Evaluation

Monitoring is an important activity for the MYAP team and in general it is well-done. For example, each technical advisor maintains up-to-date records on the status of interventions for his or her component and the information is readily available. During the midterm evaluation, the numerous requests for status of activities, lists, reports, correspondence, and planning documents

were met quickly and completely whether the request was made to the MYAP Coordinator, an end-use checker, an M&E specialist, or a technical person.

Program quality: The first year of implementation was devoted to a number of start-up activities including staff recruitment and training; formalizing contracts and partnerships; conducting the baseline survey; procurement; selecting the 130 villages; and developing action plans for Year 2. Full-scale activities only began for all three Strategic Objectives in Year 2. With the ambitious targets set for each SO, it is no surprise that the MYAP team commented on the pressing need they feel to achieve the quantitative targets for each activity. To add to the pressure, some targets have been increased (e.g., number of farmers to be reached through the FFS) and additional activities have been added (e.g., Community-led Total Sanitation for SO2). For those responsible for the SO2 component, revising the community-level approach for identifying and rehabilitating malnourished children will also require significant effort and time.

In the push to reach numerical targets, there is some concern that program quality could suffer. The lackluster performance of some of the CDAs considerably heightens this concern. The management team will need to pay increasing attention to program quality in Year 4 when activities will continue at the same accelerated pace or in the case of SO2, actually increase.

Fortunately, the MYAP has a dedicated monitoring and evaluation (M&E) team composed of six specialists who are either full-time or devote a significant part of their time to the program. However, to date their focus has been on monitoring quantifiable targets during quarterly and annual exercises. It will be important for the M&E team to devote more attention to quality issues. This can be achieved by:

- Having the M&E specialists, including the CRS and SC M&E department heads based in Bamako, observe the CDAs at work and follow up with questions to beneficiaries.

- Adding questions on quality to the annual monitoring exercises. For instance, the M&E team could further explore in other communities some of the issues raised during the midterm evaluation field survey.

- Ensuring that all M&E team members have an adequate budget for field work. The Tassaght M&E person, for example, has a very limited budget for the field.

Monitoring instruments: Each principal MYAP activity has one or more monitoring forms, most of which are to be filled out by the CDAs. Although on the surface the availability of these forms is a positive thing, not all the forms are filled out on a consistent basis. The M&E team needs to review the various forms with the program staff and the CDAs to determine (1) which forms are really essential for monitoring purposes, (2) the number of forms a CDA can reasonably be expected to complete, and (3) whether refresher training is needed to ensure that the forms are filled out correctly.

In February 2011 the M&E team began constructing a data base. Although not yet complete, the data base will facilitate the compilation of required information for the annual report; it is also used to respond to ad hoc requests for specific information on activities. Once it is completed,

the data base could be a useful tool for management and program staff. For example, maintaining an up-to-date table listing which activities are implemented in which community is a time-consuming process that involves passing the template to each technical advisor for updates. The data base should be able to provide this information much more efficiently.

Keeping track of activities in individual villages poses its own set of challenges. One suggestion is to ensure that all MYAP-related staff and visitors fill out a notebook at the chief's house, indicating purpose of the visit, who the visitor met with, outcome, and follow-up needed.

The IPTT: Although the Indicator Performance Tracking Table (IPPT) has been revised previously in consultation with USAID and FFP, there are still areas needing clarification or adjustment. For instance, the program team plans to increase some targets while others should be adjusted downward in response to the current context. Certain indicators are not really accurate measures of program impact and it is recommended that they be removed from the IPTT. Collecting accurate data for some indicators for SO2 is beyond the control of the program and these indicators should also be removed.

Some changes to the IPTT are relatively minor. For example, when an indicator mentions "producers", this refers to producers in AEGs and the indicator should specify this to avoid any confusion. Minor changes such as this are not detailed here but have been included in the proposed revision of the IPTT in Annex 10.

The following proposed revisions, especially for changes in Life of Activity (LOA) targets, should be discussed within the MYAP consortium and with the program team, then with USAID/FFP:

1. *Monitoring indicator 1.1.2: Number of beneficiary farmers who have adopted new techniques (USAID indicator)*

   Current LOA target: 1,200
   Proposed LOA target: 1,500

2. *Monitoring indicator 1.1.6: Number of individuals who have received USG supported short term agricultural sector productivity training (USAID)*

   Current LOA target: 6,750
   Proposed LOA target: 10,000

3. *Environmental indicator 1.1.11: Number of conflict management committees trained*

   There are no "conflict management groups" *per se*. What has been measured to date is the number of AEGs trained in governance.

   Recommendation: The indicator should be changed to: "Number of agro-enterprise groups trained in governance."

4. *Monitoring indicator 1.2.1: Percentage of SILC members who have increased their financial and physical assets*

Physical assets are not being measured.

Recommendation: The indicator should be changed to "Percentage of SILC members who have increased their financial assets."

5. *Monitoring indicator 1.2.3.: Number of women's organizations/associations assisted as a result of USG interventions (savings). (USAID)*

Current LOA target:	718
Proposed LOA target:	**585** (to be confirmed)

The proposed LOA target for creation of SILC groups is 585 but this may include AEGs in which the majority of members are men. The MYAP team should determine how many women's SILC groups will be functional by the end of the program and adjust the above LOA target if necessary.

6. *SO2 impact indicators for child malnutrition: There is some concern that the targets for the following indicators might be unrealistic. This is especially true for Indicator 2.1.*

   a. Indicator 2.1: wasting (from a baseline of 17.2 per cent to a LOA of 9.2 per cent)
   b. Indicator 2.2: stunting (from 35.2 per cent to 31.2 per cent)
   c. Indicator 2.3: underweight (30.8 per cent to 26.8 per cent)

   Recommendation: For Indicator 2.1 change the LOA target to 12.2 per cent.

7. Certain SO2 monitoring indicators are dependent on CSCOM performance and the quality of the data the CSCOM personnel collect. As described in the section on SO2, the data collected for nutrition activities at most CSCOMs is incomplete and of dubious quality.

   a. *Monitoring indicator 2.1.1: Percentage of children 0-59 months <u>accessing CSCOM's growth monitoring services</u>*

      Few CSCOMS routinely offer growth monitoring services. Given this reality, the LOA target is extremely ambitious, going from a baseline of 9 per cent to 45 per cent. If the MYAP moves forward with a more comprehensive community-based system for identifying and treating malnourished children, this indicator should be revised.

      Recommendation: Revise to say "accessing community nutrition screening services."

   b. *Monitoring indicator 2.1.2: Percentage of children 0-59 months admitted to CSCOM for treatment of acute malnutrition* and

      Monitoring indicator 2.1.4: Percentage of children 0-59 months with moderate acute malnutrition who are rehabilitated at CSCOMs

Given the low utilization rate of CSCOMs for nutrition services, the poor quality of nutrition data from most CSCOMs, and the fact that community distribution of rations may be a disincentive to bring children to CSCOMs, these indicators are not useful for monitoring MYAP progress.

Recommendation: Remove Indicator 2.1.2 and convert Indicator 2.1.4 to a community-based indicator.

8. *Monitoring indicator 2.1.3: Percentage of children 0-59 months with severe acute malnutrition who are rehabilitated at the CSCOMs*

The MOH protocol requires that severe malnutrition be treated at the CSCOM level. However, the same issues concerning data quality and usefulness for monitoring MYAP progress pertain to this indicator, too. The MYAP team has little control over how well the CSCOM staff perform this function.

Recommendation: Reduce the LOA target from 60 per cent to 30 per cent.

9. *Monitoring indicator 2.1.6: Percentage of beneficiary caregivers who practice behaviors shown to be successful to rehabilitate underweight children*

This indicator was not measured during the baseline survey. The behaviors proposed were drawn from the PD/Hearth IEC messages and include such measures as stimulating a child through play and keeping the home clean. These practices are not the most efficient or direct way to rehabilitate underweight children.

Recommendation: Remove this indicator from the IPTT.

10. *Monitoring indicator 2.1.7: Percentage of beneficiary mothers who had at least one post-partum checkup* and

Monitoring indicator 2.1.8: Percentage of beneficiary pregnant women who attend at least three prenatal visits

There are no specific program activities for pre- and postnatal checkups other than some IEC messages. As with the nutrition indicators, achieving these targets depends more on the performance of the CSCOM personnel and the willingness of women to go to the health centers than on the MYAP team.

Recommendation: Remove these indicators.

11. *Monitoring indicator 2.1.9: Number of children reached by USG supported nutrition programs (USAID)*

As discussed in the SO2 section, it is possible to determine the number of rations distributed but it is not possible to accurately count the number of children reached due to inadequate record-keeping. If improvements are made to the community-level system for diagnosing and treating malnourished children, it should be possible to measure this indicator accurately.

12. *Monitoring indicator 2.2.4: Percentage of target population with access to potable water*

and

Monitoring indicator 2.2.5: Number of people in target areas with access to improved drinking water as a result of USG assistance (USAID)

Recommendation: Review the current LOA targets and adjust – if necessary – based on the actual number of water points the MYAP team plans to complete by the end of Year 5. It may be difficult to estimate targets accurately since not all the sites for water points have been selected yet. Suggestion: Pick an average population size and multiply by the number of planned water points.

13. *Impact indicator 3.1: Percentage of Title-II assisted communities with disaster early warning systems in place. (FFP)*

Although significant progress has been made toward achieving this target, it is unrealistic to expect that all 130 communities will have a functional early warning system in place.

Current LOA target:	100%
Proposed LOA target:	**75%**

14. *Environmental indicator 3.1.3: Number of flood mitigation actions implemented*

It is not clear how the original LOA target was determined but in terms of actual infrastructures for flood mitigation, the planned number is much lower.

Current LOA target:	78
Proposed LOA target:	**8**

15. *Environmental indicator 3.1.6: Number of hectares of sand dunes stabilized*

Current LOA target:	8 hectares
Proposed LOA target:	**40 hectares**

16. *Environmental indicator 3.1.7: Number of hectares of vegetation cover re-established*

Current LOA target:	13 hectares
Proposed LOA target:	**20 hectares**

17. *Monitoring indicator 3.2.2: Total number of communities who strengthen safety nets over the life of the project as shown by the reported increase in the number of shocks the safety net is capable of responding to. (FFP)*

The meaning of this indicator is not clear. If the reference were to Early Warning Groups instead of safety nets, it would make more sense. In any case, the measure currently used is the number of infrastructures completed. This is not an accurate measure.

Recommendation: Ask FFP for clarification concerning this indicator. If the indicator is correct as stated, seek suggestions for how to accurately measure results. If the "total number of communities who strengthen safety nets" is

maintained, revise the LOA target to 30 per cent as a more realistic target as suggested by the SO3 technical advisor.

18. There are no indicators in the IPTT for functional literacy, an important cross-cutting activity in almost all MYAP communities. The following are proposed as possible indicators:

    a. Impact indicator: Percentage of functional literacy centers in which ___ per cent of the regular enrollees have attained the neo-literate level (MYAP staff should propose a realistic percentage.)
    b. Monitoring indicator: Number of MYAP villages that have opened a functional literacy center
    c. Monitoring indicator: Number of functional literacy centers that have had an evaluation at the end of the basic literacy phase
    d. Monitoring indicator: Number of functional literacy centers that have had an evaluation at the end of the post-literacy phase

    Recommendation: Add two to four indicators for functional literacy to the IPTT.

Recommendations for Monitoring and Evaluation

1. The M&E team should devote more attention to monitoring for quality during routine field activities and during the annual evaluation.
2. Ensure that the CRS and SC M&E department heads spend adequate time in the field and that all M&E specialists have a sufficient budget for field work.
3. Review the various monitoring forms and determine which are essential. Determine if the CDAs need refresher training in filling out the forms correctly.
4. Complete the data base and share with the MYAP staff, demonstrating how it can be used to facilitate information sharing.
5. Maintain a notebook in each community, detailing each MYAP-related visit.
6. Review the IPTT recommendations in-house and then discuss with USAID/FFP.

Program Management

Generally speaking, the MYAP seems to be quite well-managed. The MYAP Coordinator is well-informed and proactive in planning; she receives high marks from colleagues for being a good communicator who has a diplomatic yet effective way of reminding people of tasks to be completed and deadlines to be met. Communication within the program team is adequate but could be improved in some instances. CDAs, for example, should always be informed as far in advance as possible of activities and visitors scheduled for their communities. Another communication challenge is specific to the Bourem District. Due to security concerns, expatriate staff, including the MYAP Coordinator, cannot visit program activities in this area and this can

make it more difficult to fully grasp how well the program is being executed and what specific challenges and constraints might be hindering implementation.

Composition of teams: Although both the core technical team and the two implementing partners, Caritas and Tassaght, were seriously understaffed at the beginning, this has been corrected with the addition of more MYAP technical staff and the hiring of two supervisors and additional CDAs for Caritas and Tassaght. One shortcoming is the lack of women, especially on the MYAP and Bourem teams. The reason given for the fact that there are no women ADCs in Bourem is understandable: riding a heavy motorcycle in the sandy, often isolated conditions of the program zone is particularly difficult. There were originally two female ADCs in Bourem but they resigned.

Program documentation: The program documentation is up-to-date and thorough. Information needed for the midterm evaluation was readily available, with each technical lead able to provide on short notice comprehensive lists for the status of interventions in each community.

Coordination with external partners: Coordination is off to a very good start, especially where the Government of Mali is concerned. The MYAP closely follows Malian government policies and protocols in its planning, choice of strategies, and design of interventions. And although program reports rarely mention the GOM administrative and technical services, they are intimately involved in all three Strategic Objectives and in functional literacy at various levels: regional, district, and commune. At the regional level, for instance, the governor of each region chaired the Year 1 workshops to select the 130 communities. The SO3 team works with the regional-level Early Warning System (SAP or *Système d'Alerte Précoce*) and the umbrella structure for food security, the Commission for Food Security. The SAP Regional Coordinator was a member of the midterm evaluation field survey team and participated in both midterm workshops.

Government services are also closely involved with implementing the MYAP technical interventions, participating in site selection and contributing to the technical quality of the activities. Examples include:

- the Ministry of Education provides support to the functional literacy component;
- the Hydrology, Hygiene, and Sanitation services all provide technical expertise for the latrine and water point activities of SO2;
- the IER and the Agriculture Service provide critical technical input into the Farmer Field Schools for SO1; and
- Civil Protection assists with emergency action plans as part of SO3 interventions.

Elected and appointed officials, especially at the commune level, also provide support and oversight, ensuring that proposed infrastructure projects are in alignment with the development plans for the commune and for specific communities. These commune-level officials also help in determining which communities are most urgently in need of potable water points.

One criticism in terms of communication and coordination is that the MYAP team needs to provide more regular information to GOM partners, describing achievements, challenges, and

bottlenecks that the GOM might be able to resolve. This could take the form of periodic progress reports, more "open houses" such as the "*Journée Portes Ouvertes*" organized recently, and invitations to key officials to visit program activities such as a SILC group meeting, a Farmer Field School, or a community malnutrition screening and ration distribution.

Communication with other development programs: Although the management and technical teams have been extremely busy with program implementation, they have made some effort to reach out to other development projects in the two regions. There was an attempt to secure Peace Corps Volunteers for the program but both MYAP zones are off-limits to Volunteers due to security concerns. An initial meeting was organized with the Trickle Up Project to explore avenues for collaboration. In January 2011 a group of SILC members visited credit and savings groups in Bandiagara, an exchange visit that was very informative for the women.

In Year 4, the MYAP team should make additional efforts to create opportunities for exchanges with other development programs in Bourem and Douentza Districts and beyond. For example, an exchange with the Africare MYAP may be useful to both programs. Population Services International (PSI) is planning a program for the Mopti Region. This could provide an excellent opportunity to reinforce some of the activities for SO2 and to follow up on recommendations made by recent USAID and HKI visitors who observed the SO2 nutrition activities. It will be especially important to seek out programs that have successfully resolved some of the issues facing the MYAP, e.g., how to ensure that safety nets and Early Warning Groups remain functional once the program ends.

Bamako-level support: One important management issue that needs immediate attention is the level of responsiveness of the Bamako offices of CRS, HKI, and SC. Management and technical staff in the field spend an inordinate amount of time following up with their respective Bamako offices on requests such as signatures for contracts, procurement, delivery of supplies and materials, and other requests requiring multiple levels of approval and signatures. The slow response from Bamako slows things down; this is especially a problem for time-sensitive activities such as Farmer Field Schools, completing infrastructure projects before the rainy season sets in, food distribution, and special events such as launches and other ceremonies.

It is true that some activities such as building an infrastructure require several contracts and it is also a fact that international NGOs have elaborate systems of checks and balances to ensure that resources are used appropriately. Still, there are ways to review procedures and streamline them without compromising procedures. The country representatives should make responsiveness to the field a high priority, freeing up their field staff to continue their work rather than spending precious time following up signatures, tracking down materials, and securing approvals to move activities forward.

Recommendations for Program Management

1. To improve communication between managers in Bourem District and the coordination team in Sévaré, schedule a one-day monthly visit to Sévaré for the SC MYAP Coordinator and the Tassaght MYAP Project Manager.

2. Keep external partners, especially the GOM, informed of program achievements and challenges. At a minimum prepare a summary of the midterm evaluation report and a short annual report for administrative and technical officials at three levels: regional, district, and commune. In the annual report highlight the role and specific contributions of the GOM services.

3. In annual reports, Pipeline and Resource Estimate Proposals (PREPs), and other program reports, highlight where appropriate the contributions of GOM technical services and authorities.

4. Make every effort to send a representative to key GOM meetings such as the monthly regional SAP meeting.

5. Expand opportunities for GOM officials and other development partners to learn about the program through periodic reports, visits to MYAP communities, and cross-program exchanges.

6. Establish working relationships with other development programs and seek solutions to some of the MYAP's unresolved issues such as sustainability of EWGs and maintenance of safety nets for the most vulnerable members of the community.

7. The three country representatives for SC, HKI, and CRS should review policies and procedures and put measures in place to ensure a more timely response to field requests.

Planning for Sustainability and Preparing the Exit Strategy

Planning for sustainability started during the design phase and the approach described in the proposal is still relevant today. The document describes how changes in attitudes, practices, and behaviors will lead to sustainable improvements in livelihoods, nutritional and health status, and ability to withstand shocks. The proposal lists additional strategies for promoting sustainability: the empowerment of local communities, the involvement of GOM services, and capacity-building for the local NGOs that will continue to work in the program area. The continued benefits to be derived from the infrastructures and the continued activity of beneficiaries involved in AEGs and SILC groups will also be evidence of sustainability.

During the field survey and other interviews, key informants, program beneficiaries, staff, and partners were asked which activities are most likely to be continued once the program ends. The respondents were fairly unanimous in their belief that the SILC groups would continue, that AEG members would continue to derive benefits from their businesses, that farmers would use the improved techniques they had learned, and that entire communities would not only continue to benefit from the many public work infrastructures built with MYAP support but that they would also maintain them.

Other activities that were frequently mentioned as being sustainable post-MYAP were literacy classes, measuring rainfall, contacting authorities in case of a crisis, and the community-based

monthly screening for malnourished children. It is also likely that beneficiary communities will continue to derive benefits from potable water points, latrines, and the Community-led Total Sanitation initiative but since these activities were launched quite recently in only a handful of communities, they were not mentioned during the interviews.

There is already evidence from previous projects that SILC groups can function very well without outside assistance. During the field survey, the team encountered groups that had been organized in 2006 that were still functional. As for the other activities considered highly sustainable by respondents, any activity that has a visible, positive impact on livelihood security is likely to be continued.

Activities that will need additional attention if they are to continue post-MYAP include the Early Warning Groups, Safety Nets for the most vulnerable levels of the community, and improved practices for infant and young child feeding.

Closely related to planning for sustainability are preparations for a viable exit strategy. The March 2011 PREP provides a detailed description of how each activity will be phased down and in many cases phased over either to the communities or to a GOM technical service. One of the strengths of the MYAP is the strong links forged with technical services, especially for agriculture activities, water and sanitation projects, and infrastructure development. However, there is no guarantee that these technical services will continue to provide oversight and support to groups and communities once the program ends. It will be important to proactively make plans with the technical services, discussing with them which activities they have the resources to support and how that support will manifest itself.

For the exit strategy for the SO2 nutrition activities, most of the CSCOMs have demonstrated little if any potential for supporting these activities once the project ends. As discussed in the SO2 section, it will be all the more important to (1) reinforce community-level support for improving the nutritional status of children and mothers, (2) improve the behavior change strategy, and (3) institute a sustainable, community-based method for identifying and treating malnourished children.

Recommendations for Sustainability

1. Where there are obvious challenges for sustaining program momentum (e.g., EWGs and Safety Nets), take proactive measures now to determine what the constraints are and how they can be addressed.
2. In concert with GOM administrative authorities and technical services, develop a written plan for phase-over of as many activities as possible.
3. Design and conduct an advocacy campaign to ensure that the GOM services, especially at the commune level, will continue to support program achievements and maintain the momentum once the MYAP ends.

5. CONCLUSIONS

This is a well-designed and well-managed MYAP that is achieving most of its targets thanks to a dedicated team and the excellent synergy among program components. It is evident that behavior change is happening to varying degrees across the Strategic Objectives. For SO 1, farmers and pastoralists are adopting the new techniques learned during the Farmer Field Schools; there is also some evidence that the AEG members are beginning to plan ahead and finding ways to apply the agro-enterprise theoretical and practical training to increase production.

For SO2 there is anecdotal evidence that some behavior change is occurring: people are washing their hands more often and taking some measures to improve child nutrition. The behavior changes that are occurring for all three SOs are reinforced by the themes studied in the functional literacy centers.

The community infrastructures being built under the guidance of the SO3 team are already having a visible, positive impact on household revenue and are one of the successes of the program. Communities have also organized community safety nets for the most vulnerable members and Early Warning Groups to plan and cope with shocks.

There are encouraging signs that the program will achieve most of the six Intermediate Results by the end of Year 5 if current trends continue:

Intermediate Result 1.1: Household agricultural production is increased.
Will achieve.

Intermediate Result 1.2: Targeted household revenues increase.
Will achieve

Intermediate Result 2.1: Caregivers of children under five and pregnant women are applying improved nutrition and feeding practices.
Significant effort is needed, especially in BCC, if this IR is to be met.

Intermediate Result 2.2: Caregivers of children under five are applying improved hygiene and sanitation practices.
There are indications that certain hygiene and sanitation practices will be adopted but it is difficult to say on how wide a scale. Since some activities for this IR have just begun (latrines, water points), it is too soon to predict whether the IR will be achieved. The improvements in BCC needed for IR 2.1 also apply here.

Intermediate Result 3.1: Community early warning and response systems are in place.
The 260 planned FFW projects are likely to be completed and the benefits sustained post-program. In contrast, Early Warning Groups may be in place by Year 5 but sustainability for all 130 groups is unlikely unless additional measures are taken.

Intermediate Result 3.2: Community safety nets are in place.
Due to the difficult economic situation, it is unlikely that the majority of the safety nets will be sustained as people simply do not have the means to provide food assistance to others on a continuous basis.

Critical areas: There are four critical areas needing immediate attention if the MYAP is going to continue to make progress towards its Intermediate Results: the performance of the CDAs;

attention to SO2, especially the need for a comprehensive BCC strategy and an improved community-level system for identifying and treating malnourished children; improving the sustainability of EWGs and community safety nets; and preparations for an exit strategy.

Another important recommendation concerns the need for a no-cost extension. The program is currently scheduled to end in July 2013. By this date the MYAP team will have implemented agricultural activities during three agricultural seasons (2010, 2011, 2012), but the full spectrum of activities (all 75 Agro-enterprise Groups and FFS) will have been implemented during only two of these seasons (2011 and 2012). To allow the team to appropriately carry out and complete the exit and evaluation of these activities during the 2013 agricultural season, which goes well into the October-November period, a six-month no-cost extension is recommended for Year 5.

Next steps: The draft evaluation report needs to be reviewed. Once it is finalized, a synthesis consisting of the Executive Summary, the recommendations, and the Conclusion should be translated into French and shared with the MYAP team and partners. Many of the recommendations already exist in French. Once everyone has had the opportunity to review the synthesis of the report, a work session should be organized to prepare a detailed plan of action in response to the recommendations. It would be useful to share the synthesis and plan of action with other partners, including the Government of Mali services involved in program implementation.

A rural road for Siguiri, facilitating marketing of production and access to services.

LIST OF ANNEXES FOR MIDTERM EVALUATION REPORT

1: MYAP Intervention Zones

2: Organizational Chart

3a: MYAP Villages in Douentza District (French)

3b: MYAP Villages in Bourem District (French)

4: SOW for Midterm Evaluation (French)

5: Key Questions from the SOW

6: Documents Reviewed

7: Key Informant Interviews

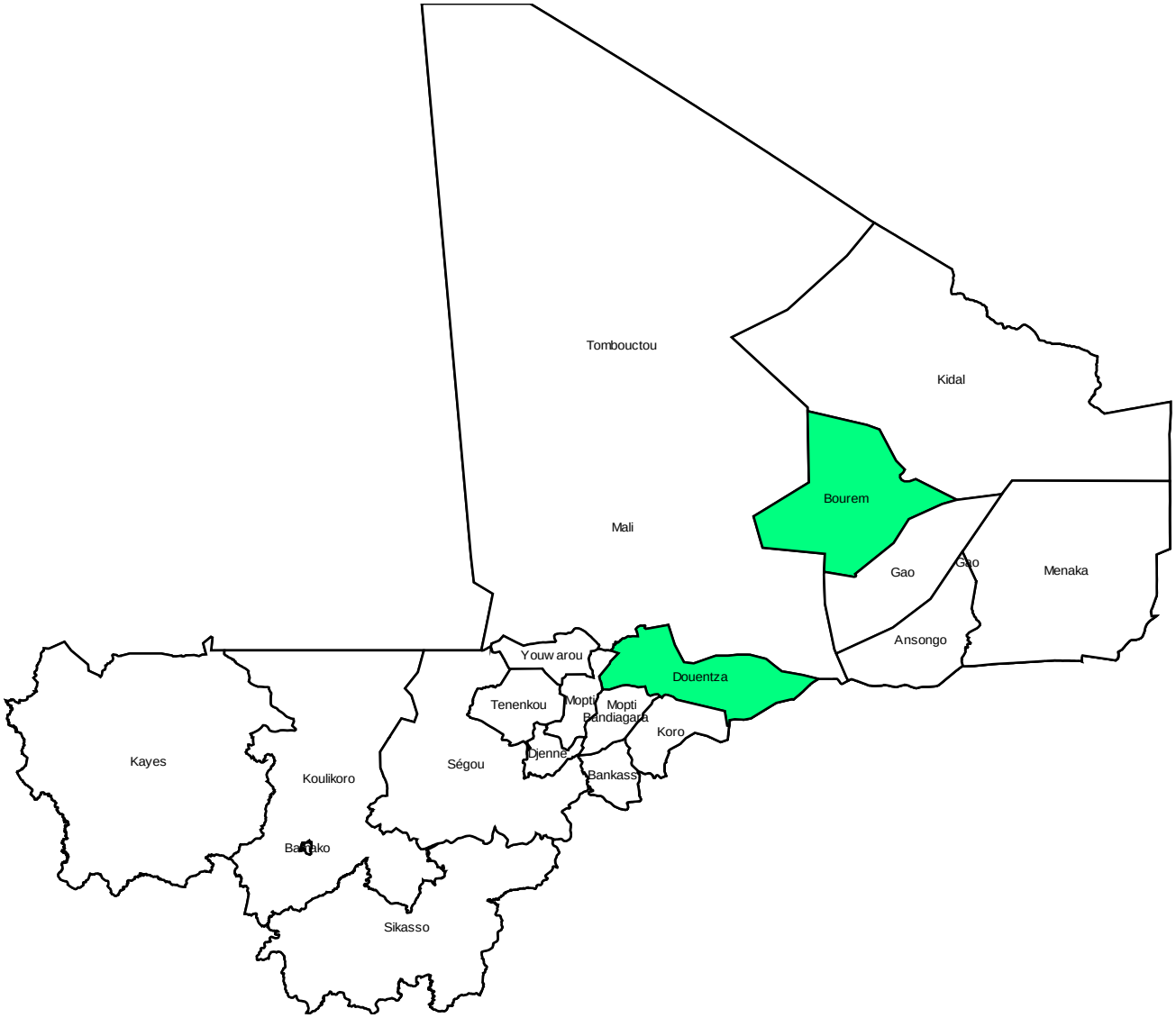
8: Sampling Set for Field Survey

9: Recommendations from June 6-7 Workshop (French)

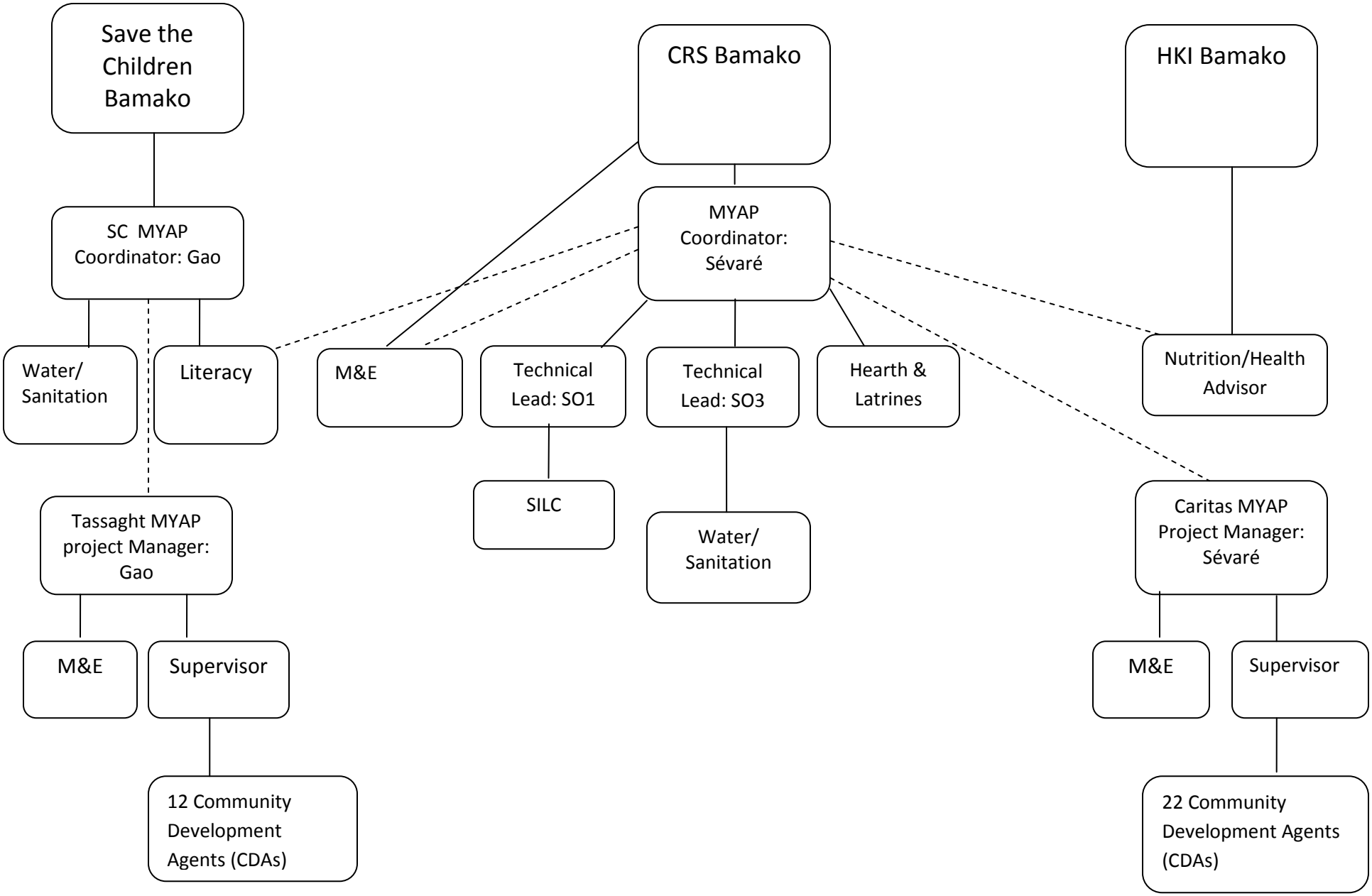
10: Revised IPTT (proposed)

Revised *Définitions et Méthodes* (proposed) (French)

ANNEX 1: MYAP INTERVENTION ZONES - DOUENTZA AND BOUREM DISTRICTS



ANNEX 2: ORGANIZATIONAL CHART FOR TECHNICAL AND M&E STAFF



ANNEX 3a: MYAP VILLAGES IN DOUENTZA DISTRICT

VILLAGES		Km total entre la communauté et Sevare	Km en brousse	Nutrition				Ag- Enterprise				Urgence		
				Formation	*CSCOM vivres*	*Points d'eau potable*	*Foyer DP*	*AE*	*ALPHA*	*SILC*	*FFS*	FFW	SN	SAP
DALLAH	DALLAH (12)	220km	0	5 relais formés	OUI				en cours	SILC	en cours	RAS	SN	comité
AMA	DALLAH (12)	235km	2km	5 relais formés		1 Puits en cours		choix des options	en cours	RAS	en cours	RAS	SN	comité
AOUSSI	DALLAH (12)	234km	1km	5 relais formés					en cours	RAS	RAS	FFW	SN	comité
BARAOUSSI	DALLAH (12)	233km	1km	5 relais formés					en cours	RAS	en cours	FFW	SN	comité
BOUMBAN	DALLAH (12)	22km	3km	5 relais formés				Financé	en cours	SILC	en cours	FFW	SN	comité
DIAYEL	DALLAH (12)	234km	12km	5 relais formés					en cours	RAS	RAS	FFW	SN	comité
SIGUIRI	DALLAH (12)	245km	1km	04 rélais formés					en cours	RAS	RAS	FFW	SN	comité
TOROBANI	DALLAH (12)	232km	5km						en cours	RAS	en cours	RAS	SN	comité
ADIOUBATA	DANGOL BORE (34)	150km	2km	5 relais formés		Puits fini. Rec Prov			en cours	RAS	en cours	RAS	SN	comité
AMBA	DANGOL BORE (34)	132km	0	5 relais formés					Fermé pr hivernage	RAS	en cours	RAS	comité	comité
BOBOWEL	DANGOL BORE (34)	142km	15km	5 relais formés					en cours	RAS	en cours	FFW	comité	comité
BORE-BAMBARA	DANGOL BORE (34)	120km	0	5 relais formés	OUI			Financé	en cours	SILC	Formé	FFW	comité	comité
DOUMBARA	DANGOL BORE (34)	150km	0	5 relais formés		1 puits fini. Rec Prov		RAS	en cours	RAS	en cours	RAS	SN	comité
FALEMBOUGOU	DANGOL BORE (34)	124km	0	5 relais formés				Financé	en cours	SILC	Formé	RAS	comité	comité
IBISSA	DANGOL BORE (34)	156km	7km	5 relais formés				Financé	en cours	SILC	Formé	RAS	SN	comité
KIRO	DANGOL BORE (34)	140km	18km	5 relais formés				Financé	en cours	SILC	Formé	FFW	comité	comité
MANKO	DANGOL BORE (34)	125km	0	5 relais formés				Financé	en cours	SILC	Formé	FFW	comité	comité
N'DOUMPA	DANGOL BORE (34)	165km	28km	5 relais formés				P.A	en cours	RAS	en cours	RAS	comité	comité
N'DOUNKOYE	DANGOL BORE (34)	155km	35km	5 relais formés				RAS	en cours	RAS	RAS	FFW	comité	comité

NIONGOLO	DANGOL BORE (34)	126km	8km	5 relais formés		PMH en cours		Financé	en cours	SILC	Formé	FFW	comité	comité
TEYE	DANGOL BORE (34)	135km	27km	5 relais formés				RAS	en cours	RAS	RAS	FFW	comité	comité
DEBERE	DEBERE (7)	197km	12km	5 relais formés	OUI			P.A	en cours	SILC	en cours	FFW	comité	comité
KARA	DEBERE (7)	205km	10km	5 relais formés		PMH en cours		RAS	en cours	RAS	en cours	FFW	comité	comité
M'BOUNDOUKOLY	DEBERE (7)	207km	18km	5 relais formés				RAS	en cours	RAS	RAS	RAS	SN	comité
OUALO	DEBERE (7)	210km	11km	5 relais formés				Financé	RAS	SILC	en cours	RAS	comité	comité
TOMBORI	DEBERE (7)	206km	22km	5 relais formés				RAS	RAS	RAS	en cours	RAS	comité	comité
BENI	DIANWELI (8)	209km	22km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
DIANWELI-MAOUI	DIANWELI (8)	203km	18km	5 relais formés	OUI			RAS	RAS	RAS	en cours	RAS	SN	comité
DIANWELY-KESSE	DIANWELI (8)	205km	15km	5 relais formés				Financé	RAS	SILC	en cours	RAS	SN	comité
DRIMBE	DOUENTZA	190km	6km	5 relais formés	OUI DOUENTZ A CENTRE			choix des options	RAS	RAS	en cours	RAS	SN	comité
EWERI	DOUENTZA	194km	10km	5 relais formés				RAS	RAS	RAS	en cours	RAS	SN	comité
FOMBORI	DOUENTZA	186km	2km	5 relais formés			oui	P.A	RAS	SILC	Formé	RAS	SN	comité
KOUMBENA	DOUENTZA	200km	10km	04 rélais formés		Puits citerne en cours		RAS	RAS	RAS	en cours	RAS	SN	comité
BOUNTI	GANDAMIA (8)	253km	45km			Puits citerne en cours		RAS	RAS	RAS	RAS	RAS	SN	comité
KIKARA	GANDAMIA (8)	223km	38km	5 relais formés	OUI	1 PMH en cours		P.A	RAS	SILC	en cours	RAS	SN	comité
M'BOULA	GANDAMIA (8)	233km	53km	5 relais formés				choix des options	RAS	RAS	en cours	RAS	SN	comité
BEYBI	HAIRE (32)	230km	16km	5 relais formés				RAS	RAS	RAS	en cours	RAS	SN	comité
BONI	HAIRE (32)	281km	6km	5 relais formés	OUI			RAS	RAS	SILC	RAS	RAS	SN	comité
GAI	HAIRE (32)	294km	5km	5 relais formés				P.A	RAS	RAS	en cours	RAS	SN	comité
GRIMARI	HAIRE (32)	305km	5km	5 relais formés				choix des options	RAS	RAS	en cours	RAS	SN	comité
GUITITRAM	HAIRE (32)	306km	5km	5 relais formés				RAS	RAS	SILC	RAS	RAS	SN	comité
LORO-FOULBE	HAIRE (32)	289km	11km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
NISSANATA	HAIRE (32)	286km	3km	5 relais formés				P.A	RAS	SILC	en cours	FFW	SN	comité
OUORO-N'GUEROU	HAIRE (32)	293km	5km	5 relais formés				RAS	RAS	SILC	RAS	RAS	SN	comité
TABI	HAIRE (32)	306km	36km	5 relais formés		1 AES en cours d'etude		Financé	RAS	SILC	en cours	RAS	SN	comité
TEGA	HAIRE (32)	302km	36km	5 relais formés		1 AES en cours d'etude		RAS	RAS	SILC	en cours	RAS	SN	comité
TOUPERE	HAIRE (32)	301km	31km	5 relais formés				P.A	RAS	SILC	en cours	RAS	SN	comité
YOUNA	HAIRE (32)	292km	0,500km	5 relais formés				choix des options	RAS	RAS	en cours	FFW	SN	comité
BOUNBAKI	HOMBORI (24)	332km	25km	5 relais formés				RAS	RAS	SILC	RAS	RAS	SN	comité
GALLOU	HOMBORI (24)	365km	15km	5 relais formés				P.A	RAS	SILC	en cours	FFW	SN	comité
KELMI	HOMBORI (24)	341km	10km	5 relais formés				P.A	RAS	SILC	en cours	FFW	SN	comité
KIRI	HOMBORI (24)	334km	15km	5 relais formés				P.A	RAS	SILC	en cours	FFW	SN	comité

OUALAM	HOMBORI (24)	341km	20km	5 relais formés		1 Puits en cours		choix des options	RAS	SILC	en cours	RAS	SN	comité
OUAMI	HOMBORI (24)	341km	18km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
PETTENDOTTI	HOMBORI (24)	336km	15km	5 relais formés				RAS	RAS	SILC	RAS	FFW	SN	comité
TOUNDOUROU	HOMBORI (24)	345km	25km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
WARI BERKOUSSI	HOMBORI (24)	330km	7km (sur la	5 relais formés				choix des options	RAS	SILC	en cours	FFW	SN	comité
KERENA	KERENA (2)	218km	7km	5 relais formés	OUI			RAS	RAS	SILC	RAS	RAS	SN	comité
DIONA	KORAROU (5)	160km	55km	5 relais formés	OUI			RAS	RAS	SILC	RAS	FFW	SN	comité
GOUE	KORAROU (5)	180km	15km	5 relais formés				RAS	RAS	SILC	RAS	FFW	SN	comité
ADIA DINDARI	KOUBEWEL KOUNDIA (14)	197km	18km (co	5 relais formés				P.A	en cours	RAS	en cours	RAS	SN	comité
KOIRA-BERY	KOUBEWEL KOUNDIA (14)	200km	3km	5 relais formés				P.A	en cours	SILC	en cours	RAS	SN	comité
KOUBEWEL	KOUBEWEL KOUNDIA (14)	208km	11km	5 relais formés				Financé	en cours	SILC	Formé	FFW	SN	comité
MADINA	KOUBEWEL KOUNDIA (14)	207km	10km	5 relais formés				P.A	en cours	SILC	Formé	RAS	SN	comité
MOUGUI	KOUBEWEL	200km	3km	0 relais formés				choix des options	en cours	SILC	Formé	RAS	SN	comité
ORODOU LAMORI	KOUBEWEL KOUNDIA (14)	222km	25km (co	5 relais formés				RAS	en cours	SILC	RAS	RAS	SN	comité
SYNDA	KOUBEWEL KOUNDIA (14)	197km	0	6 relais formés				RAS	en cours	RAS	en cours	RAS	SN	comité
TABAKO	KOUBEWEL KOUNDIA (14)	217km	20km	7 relais formés				RAS	en cours	RAS	en cours	RAS	SN	comité
TINGNE BADIARI	KOUBEWEL KOUNDIA (14)	217km	20km (co	5 relais formés				P.A	en cours	RAS	en cours	RAS	SN	comité
DJOULOUNA	MONDORO (27)	364km	87km	5 relais formés				P.A	RAS	RAS	en cours	FFW	SN	comité
DOUNA	MONDORO (27)	437km	91km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
ISSEYE	MONDORO (27)	361km	46km	5 relais formés		1 AES en cours d'etude		RAS	RAS	RAS	RAS	FFW	SN	comité
MONDORO	MONDORO (27)	346km	71km	5 relais formés	OUI			P.A	RAS	RAS	en cours	RAS	SN	comité
MOUGNOU KANA	MONDORO (27)	444km	98km	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
TIGUILA	MONDORO (27)	376km	53km	5 relais formés	OUI			RAS	RAS	RAS	RAS	RAS	SN	comité
NIANGASSADIOU	MONDORO (27)	432km	86KM	5 relais formés		1 puits fini. Rec Prov		choix des options	RAS	RAS	en cours	RAS	SN	comité
ANDELEY	N'DJAPTODJI (61)	268km	84km	5 relais formés				choix des options	RAS	SILC	en cours	RAS	SN	comité
DERI	N'DJAPTODJI (61)	195km	45km	5 relais formés				Financé	en cours	SILC	Formé	FFW	SN	comité
DIADIOMA	N'DJAPTODJI (61)	275km	91km	5 relais formés				RAS	en cours	RAS	RAS	RAS	SN	comité
DIANGUINARE	N'DJAPTODJI (61)	195km	60km	5 relais formés				RAS	en cours	RAS	RAS	RAS	SN	comité
DINDIA	N'DJAPTODJI (61)	249km	65km	5 relais formés		1 Puits en cours		RAS	en cours	RAS	RAS	RAS	SN	comité
DOUNDE	N'DJAPTODJI (61)	194km	67km	5 relais formés				RAS	RAS	RAS	RAS	FFW	SN	comité

DOUNGUEL	N'DJAPTODJI (61)	196km	78km	5 relais formés				RAS	RAS	RAS	RAS	FFW	SN	comité
FASSORE	N'DJAPTODJI (61)	192km	78km	5 relais formés				RAS	alpha en cours	RAS	RAS	RAS	SN	comité
GOUYE	N'DJAPTODJI (61)	202km	27km	5 relais formés				RAS	RAS	SILC	RAS	FFW	SN	comité
HOREWENDOU	N'DJAPTODJI (61)	258km	74km	5 relais formés		1 PMH en cours		Financé	en cours	RAS	Formé	RAS	SN	comité
KANIOUME	N'DJAPTODJI (61)	281km	97km	5 relais formés	OUI			RAS	en cours	RAS	RAS	RAS	SN	comité
KOUNDIOUM	N'DJAPTODJI (61)	208km	66km	5 relais formés				Financé	en cours	RAS	Formé	FFW	SN	comité
N'DEMPABA	N'DJAPTODJI (61)	214km	53km	5 relais formés				choix des options	en cours	RAS	en cours	RAS	SN	comité
N'GOUMA	N'DJAPTODJI (61)	184km	59km	5 relais formés	OUI			Financé	en cours	SILC	Formé	RAS	SN	comité
POYE	N'DJAPTODJI (61)	189km	15km	5 relais formés				P.A	en cours	SILC	Formé	RAS	SN	comité
SARE-DEMBA	N'DJAPTODJI (61)	219km	39km	5 relais formés				RAS	en cours	RAS	RAS	RAS	SN	comité
SOBBO	N'DJAPTODJI (61)	187km	73km	5 relais formés				Financé	en cours	SILC	Formé	FFW	SN	comité
WAKERE	N'DJAPTODJI (61)	194km	32km	5 relais formés				RAS	en cours	SILC	RAS	RAS	SN	comité
DANSA	PETAKA (5)	206km	0	5 relais formés		1 AES en cours d'etude	OUI	P.A	RAS	SILC	Formé	RAS	SN	comité
GONO	PETAKA (5)	210km	0	5 relais formés				P.A	RAS	SILC	Formé	RAS	SN	comité
PETAKA	PETAKA (5)	196km	0	5 relais formés	OUI			P.A	RAS	SILC	Formé	RAS	SN	comité
ANDJI	TEDIE	238km	110km d	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
OGOYIRE	TEDIE	243km	118km d	5 relais formés				RAS	RAS	RAS	RAS	RAS	SN	comité
TONGO TONGO	TEDIE	238km	110km d	5 relais formés	OUI			RAS	RAS	RAS	RAS	RAS	SN	comité

Grpmt AEG	Niveau caractérisation /demandes
Comité	mis en place
SN	Safety Net (DISTRIBUTION DE VIVRES)
RAS	Rien à Signaler activités non réalisées en AN2
DP	Deviance positive
P.A	Plan d'affaire élaboré et financement en cours
FFS	Champ école paysan en cours

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ANNEX 3b : MYAP VILLAGES IN BOUREM DISTRICT

N°	VILLAGES	COMMUNES	VOLETS								
			AEG	SILC	ALPHA	FFS	EARTH	SANTE	GAP	FFW	FS
1	Bamba	BAMBA	X	X	X	X		X	X	X	X
2	Tinafozo	BAMBA			X			X	X		X
3	Titilane	BAMBA			X			X	X		X
4	Garbamé	BAMBA			X	X		X	X		X
5	Kel Insey	BAMBA			X			X	X	X	X
6	Ahel sidi cedeg	BAMBA			X			X	X		X
7	Abakoira	BAMBA	X		X	X		X	X	X	X
8	Ahel lawal	BAMBA			X			X	X		X
9	Bahondo	BAMBA			X			X	X	X	X
10	Eguedech	BAMBA			X			X	X		X
11	Goundji	BAMBA	X		X	X		X	X	X	X
12	Kermachoué	BAMBA	X		X	X		X	X	X	X
13	Ouagaye	BAMBA			X		X	X	X	X	X
14	Baria	BOUREM			X	X	X	X	X	X	X
15	Bourem djindo Gourma	BOUREM			X	X	X	X	X	X	X
16	Moudakane	TABOYE			x	X		x	x	x	x
17	Bia	TABOYE	x		x	X		x	x		x
18	Dengha	TABOYE			x	X		x	x	x	x
19	Ouani	TABOYE	x	x	x	X	x	x	x	x	x
20	Tondibi	TABOYE	x	x	x	X		x	x	x	x
21	Ha	TABOYE			x	X		x	x		x
22	Takamba/TEMERA	TEMERA	x	x	x	X		x	x	x	x
23	Chéoui	TEMERA			x			x	x	x	x
24	Bormo	TEMERA		x	x			x	x	x	x
25	Garaye goungo	TEMERA			x			x	x	x	x
26	Fia/ Tagalift	TEMERA			x			x	x	x	x
27	Bissane	TEMERA			x			x	x		x
28	Ahel Baba Ould Cheik	TARKINT	x			X		x	x		x
29	Ahel Abidine baba Ahmed	TARKINT	x			X		x	x	x	x
30	Ahel Badi /Agamhor	TARKINT						x	x	x	x

ANNEX 4: SOW FOR THE MYAP MIDTERM EVALUATION

TERMES DE REFERENCE POUR L'EVALUATION A MI-PARCOURS DU PROGRAMME "NEMA"

But:

Le but des présents TDR est de décrire les conditions et responsabilités du consultant qui sera commis par le Consortium for Food Security in Mali (CFSM) pour entreprendre l'évaluation à mi-parcours du Programme NEMA. Il collectera et analysera les informations mais aussi fera des recommandations pour la suite du Programme.

I. Contexte:

Catholic Relief Services (CRS), Save the Children Federation, Inc. (SC) et Helen Keller International (HKI) ont mis en place le CFSM dont CRS est le leader. Le CFSM a soumis et obtenu de l'USAID/FFP le financement d'un Multi-Year Assistance Program (MYAP) qu'il a nomme « NEMA ». Le programme « NEMA » est conçu pour contribuer à réduire l'insécurité alimentaire des ménages vulnérables dans les régions de Gao et Mopti. Le programme « NEMA » cible 124 858 bénéficiaires dans 130 villages dans les cercles de Bourem dans la région de Gao et Douentza dans la région de Mopti.

A travers des interventions intégrées, le programme « NEMA » prévoit de 2008 à 2013, d'améliorer les moyens d'existence des ménages vulnérables et renforce la capacité de résilience des communautés aux chocs a travers le cadre suivant :

But: Les ménages ruraux vulnérables des régions de Mopti et Gao ont réduit leur insécurité alimentaire	
Objective Stratégique1: Les capacités des moyens d'existence des ménages cibles sont protégées et améliorées d'ici 2013.	**RI1.1.** La production agricole des ménages augmente. RI1.2. Les ménages cibles augmentent leurs revenus.
Objective Stratégique2: Les capacités humaines des ménages cibles sont	**RI2.1.** Les personnes s'occupant des enfants de moins de 5 ans et les femmes enceintes appliquent de meilleures pratiques de nutrition

protégées et améliorées d'ici 2013.	et d'alimentation. **RI2.2.** Les personnes s'occupant des enfants de moins de 5 ans appliquent les pratiques améliorées d'hygiène et d'assainissement.
Objective Stratégique 3: La résilience des communautés cibles est protégée et améliorée d'ici 2013.	**RI.3.1.** Les systèmes communautaires d'alerte précoce et réponse sont établis. **RI3.2.** Les systèmes de filet de sécurité sont créés.

Le Programme NEMA adresse trois domaines prioritaires identifiés par le consortium comme étant les principales causes de l'insécurité alimentaire. Ce sont :

1. ***Objectif Stratégique 1 : l'Agro-entreprise et la gestion des ressources naturelles :***

Dans la zone d'intervention du projet, l'agriculture demeure la principale source de revenus des communautés alors que les producteurs manquent crucialement de compétences dans ce domaine. Cependant, les besoins restent considérables dans ledit domaine dans les zones vulnérables de Mopti et Gao. Des recherches conduites par CRS en collaboration avec le Centre International d'Agriculture Tropicale (CIAT) ont montré qu'une augmentation des revenus des producteurs suppose une transition vers une agriculture orientée vers le marché qui exige des producteurs, d'acquérir de nouvelles compétences pour mieux comprendre les options des marchés et de développer de simples plans d'affaire. Pour cela, le Programme NEMA a entrepris de renforcer la capacité des producteurs pour leur permettre de mettre en place des agro-entreprises rentables. Les producteurs ont été appuyés à s'organiser en groupements et des séances de formations pratiques leur ont été dispensées d'une part par les Agents de Développements Communautaires (ADC) du Programme NEMA, et d'autre part, par des consultants qui leur ont appuyé dans l'élaboration de leurs plans d'affaire. Les ADC du Programme NEMA avaient eux-mêmes au préalable été formes sur l'approche d'agro-entreprise (AE). Il est aussi prévu un appui-conseil continue à l'ensemble des groupements AE jusqu'à la fin du programme.

Activités clés du SO1 :

- *Faciliter l'établissement de 75 agro-entreprises*
- *Renforcer la capacité des producteurs dans les techniques améliorées de production et postproduction agro-pastorales et aux méthodes améliorées en marketing*
- *Appuyer la réalisation d'infrastructures améliorées*
- *Etablir 60 groupes SILC de 'première génération' avec 1,500 bénéficiaires dont les 70% seront des femmes*

- *Faciliter l'établissement de 680 groupes SILC de deuxième génération durant le projet*
- *Former les groupes d'agro-entreprises en alphabétisation fonctionnelle*
- *Améliorer l'accès aux services techniques pour les activités d'élevage*

2. ***Objectif Stratégique 2 : la nutrition, l'hygiène et l'assainissement***

Dans les régions de Mopti et Gao, plusieurs acteurs interviennent dans le domaine du renforcement des capacités du personnel de la santé dans la promotion des techniques améliorées de nutrition, de l'hygiène et de la réhabilitation des points d'eau. Cependant, d'énormes écarts existent notamment dans le domaine de la fréquentation des Centres de Santé Communautaires par les communautés. Le Programme NEMA de ses débuts a présentement s'est attelé à réduire cet écart en mettant en œuvre des activités favorisant le changement des comportements nutritionnel et sanitaire des personnes responsables des enfants de moins de cinq ans. Ces personnes ont bénéficié de sessions de formations/animations leur permettant de reconnaitre les cas de malnutritions et les référer aux Centres de Santé Communautaires pour traitement.

Activités clés :

- *Conduire la recherche formative sur les comportements au début du programme*
- *Renforcer ou développer les comités villageois de santé (CVS) et les relais villageois dans les communautés ciblées.*
- *Elaborer et exécuter la communication pour le changement des comportements(CCC);*
- *Renforcer les capacités des agents de des services de la santé à tous les niveaux,*
- *Renforcer le personnel de santé et les villageois dans le traitement de la malnutrition aiguë modéré et aiguë sévère*
- *Etablir un système au niveau communautaire de dépistage de la malnutrition aiguë des enfants de 6 à 59 mois.*
- *Construction et réhabilitation des salles pour les démonstrations culinaires et l'éducation sur la sante*
- *Promouvoir la déviance positive/approche 'hearth'*
- *Plaidoyer: travailler pour la "stratégies avancées".*
- *Mettre en œuvre la recherche formative et la CCC à travers des sessions 'hearth',*
- *Promouvoir des infrastructures sanitaires innovatrices*
- *Former les communautés dans la gestion intégrée de l'eau*
- *Augmenter les points d'eau potable*

3. ***Objectif Stratégique 3 : Préparation et réponse aux urgences:***

Confrontés à des taux très élevés de malnutrition et d'analphabétisme, les ménages de la zone d'intervention du projet se trouvent dans une situation qui les rend vulnérable aux nombreux chocs dont les deux régions sont très souvent victimes. Ce phénomène les conduit régulièrement à faire recours à des stratégies de survie telles que l'endettement, la vente des biens personnels et la migration.

Le gouvernement de la République du Mali dans le cadre de la mise en œuvre de sa politique de renforcement de la sécurité alimentaire, a créé le Système d'Alerte Précoce (SAP). Le SAP est un Département du Commissariat a la Sécurité Alimentaire qui a pour principale tache d'identifier les besoins alimentaires et nutritionnels des différentes communautés afin d'en informer le Gouvernement. Le Programme NEMA collabore avec les communautés et les Services Techniques Déconcentrés de l'Etat pour la réalisation de leur plan de sécurité alimentaire mais aussi pour la mise en place d'un système approprié et durable. Les Groupes d'Alerte Précoce mis en place dans le cadre du NEMA doivent constituer les relais du SAP au niveau communautaire. Ils collectent et transmettent mensuellement les informations au niveau de leurs communes respectives qui a leur tour les acheminent au niveau des cercles. Apres des réunions de validation les différents acteurs aux niveaux local et régional, ces mêmes informations sont acheminées au niveau national et soumises a l'appréciation des instances de décision.

Activités clés :

- Améliorer les infrastructures communautaires à travers le « Food For Work »
- Renforcer les groupes communautaires d'alerte précoce dans les villages ciblés
- Etablir un filet de sécurité inconditionnel pour les membres les plus vulnérables des communautés cibles.

Le Programme NEMA, en plus de ces trois sous-composantes comporte deux (2) autres interventions transversales qui sont : l'alphabétisation et l'Epargne et le crédit Interne (SILC). Pour permettre un plus grand impact et accroitre la durabilité des interventions, le Programme NEMA a entrepris de dispenser aux communautés bénéficiaires, des sessions de formation en alphabétisation thématique portant sur l'AE, la nutrition, l'hygiène et l'assainissement. Aussi, dans le but de renforcer la résilience des communautés et spécifiquement des femmes aux chocs futurs, le Programme NEMA les appuis au sein des communautés d'épargne et de crédit interne. Ces communautés sont généralement des groupements de femmes fonctionnant selon une méthodologie développée par CRS et qui a fait ses preuves dans plusieurs pays a travers le monde.

Au démarrage du NEMA, le consortium a conduit une étude de base en Septembre-Octobre 2008, ce qui a permis de déterminer les données de référence et de fixer les cibles des indicateurs de performance pour toute la durée du programme.

II. Objectifs de l'évaluation:

La présente évaluation à mi-parcours a pour objectif de déterminer dans quelles mesures le Programme NEMA est entrain d'évoluer vers les objectifs fixés au préalable. Elle permettra, tout en impliquant le staff du Programme NEMA, d'identifier les difficultés et contraintes, les points forts et les points faibles et de faire des recommandations pour améliorer la mise en œuvre.

L'évaluation à mi-parcours, en plus d'informer le CFSM sur le niveau de changement des comportements, permettra aussi à l'équipe d'apprendre de ses expériences afin de pouvoir procéder à d'éventuels réajustements des cibles.

III. Méthodologie et questions d'évaluation:

L'évaluation à mi-parcours sera qualitative. L'équipe d'évaluation sous la conduite du consultant organisera un atelier qui aura pour objectifs de:

1. *Définir/compléter les questions d'évaluation et concevoir les guides d'entretien;*
2. *Orienter les membres de l'équipe sur les méthodes et outils de diagnostic participatif et identifier la plus appropriée pour la présente évaluation ;*
3. *Faire l'échantillonnage*
4. *Identifier les ménages/personnes/groupements à interviewer*
5. *Collecter et analyser les données*

La méthode itérative d'analyse des données qualitative sera de préférence utilisée pour l'analyse des informations collectées lors des focus groupes, interview des informateurs clés et observations. Les données seront analysées au fur et à mesure qu'elles sont collectées. A la fin, une séance de travail sera organisée et permettra aux participants de partager les uns avec les autres ce qu'ils ont appris tout en essayant de trouver des réponses ensemble aux différentes questions d'évaluation posées au préalable.

La méthodologie comportera les éléments suivants pour la collecte des données :

- ✓ ***La Revue documentaire*** : l'équipe d'évaluation aura accès à de la documentation sur le Programme NEMA comme la proposition de projet, le plan de S&E, le Tableau de Suivi des Indicateurs de Performance (IPTT), les rapports

périodiques soumis au bailleur, le Plan de mise en œuvre détaillé et tout autre document pertinent.

- ✓ ***Discussions en Focus group*** : un guide de discussion semi-structure sera administré en focus groups aux *personnes qui partagent des expériences semblables ou des caractéristiques telles que les* AEG, les groupes SILC et Hearth ainsi que les Groupes d'Alerte Précoce et les auditeurs des séances d'alphabétisation. *Cette méthode permet aux membres de ces groupes de discuter des opinions avec les autres. Elle permettra aussi et surtout de déterminer les tendances révélatrices des croyances des groupes ainsi que les connaissances basées sur les réponses des uns et des autres.*
- ✓ ***Des Interview des informateurs clés*** : Un guide d'entretien semi-structure sera élaboré pour collecter des informations auprès de certains maires de communes, du personnel des CSRef/CSCom et Services Techniques de l'Etat de la zone d'intervention du NEMA, les relais villageois, …. Chaque informateur clé sera interviewé selon son domaine de compétence par rapport aux sous-volets du Programme NEMA.
- ✓ ***Des Observations*** : un check list sera utilisé pour collecter des informations sur les pratiques d'hygiène et de nutrition des personnes s'occupant des enfants de moins de 5 ans

Les outils de collecte de la présente évaluation porteront d'une part sur les questions d'ordre général et d'autre part sur des questions concernant au moins chacun des trois sous-volets et des axes transversaux du Programme NEMA.

Questions générales d'évaluation :

- Est-ce que le Programme NEMA a réellement ciblé les bénéficiaires les plus vulnérables?
- Est-ce que le Programme NEMA a utilisé des critères de sélection pertinents pour identifier les plus vulnérables?
- Quelles dispositions ont-elles été prises pour que la participation des femmes aux activités du NEMA soit effective ?
- Est-ce que les activités planifiées dans le cadre du Programme NEMA sont pertinentes pour la réduction de l'insécurité alimentaire identifiée dans la zone d'intervention ?
- Quelles interventions sont plus ou moins pertinentes dans le cadre de l'atteinte des résultats intermédiaire et des objectifs?
- Quelles améliorations faut-il faire dans le cadre de mise en œuvre des activités pour améliorer les résultats ?
- Est-ce que les bénéficiaires sont en train d'adopter les pratiques ou comportements désirés ?

- Y a – t – il des cas de résistances/refus aux changements de comportements conseilles par les ADC du NEMA?
- Quelles dispositions doit-on prendre pour lever ces contraintes ?
- Est-ce que les modules des formations dispensées ou en cours sont adaptés aux besoins des bénéficiaires ?
- Est-ce que les ADC ont les connaissances et aptitudes requises pour mieux encadrer/faire l'appui-conseil des bénéficiaires dans les différents domaines?
- Y – a – il des résultats/effets relatifs aux adoptions de bonnes pratiques que les participants continueraient après la fin du programme ? Quelles pratiques pourraient définitivement être adoptées par les participants ? Quelles pratiques ne semblent pas aller dans le sens de l'adoption ? Pourquoi ? Quelles dispositions faut-il prendre pour une adoption durable des pratiques améliorées ?
- Le programme a-t-il atteint les cibles à mi-parcours? Si non, pourquoi ?
- Est-ce que les cibles sont réalistes dans le contexte actuel du programme ? Si non, quelles dispositions faut-il prendre ?
- Qu'est ce que les communautés bénéficiaires pensent des biens et services que procure le NEMA ?

L'Agro entreprise :

1. La réalisation des Champs Ecoles Paysans a-t- elle provoqué une adoption des techniques améliorées de production ? A-t-elle conduit à une augmentation de la production et des revenus?
2. Dans quelles mesures peut-on envisager une maximisation des impacts des groupements AE ?
3. Est-il envisageable de mettre en place un AEG dans chacun des 130 villages du programme NEMA ?

La nutrition et l'Hygiène :

- Existe-t-il des manuels clairement élaborés et utilisés par les ADC sur les conduites à tenir lors des séances de sensibilisation sur les méthodes et techniques améliorées d'alimentation des enfants ?
- Le matériel de sensibilisation est-il approprié ?
- Les relais villageois jouent-ils convenablement leur rôle ? Pourquoi ?
- Les ADC ont – ils la capacité nécessaire pour la réalisation de leurs taches ? Y-a-t-il des besoins en renforcement de capacités ?

La Préparation et réponse aux urgences :

1. Quel est le niveau de fonctionnalité des GAP ?
2. Le système du filet de sécurité est-il fonctionnel dans la zone du NEMA ?

3. Quelles sont les compétences des membres de GAP par rapport a leurs taches ?
4. Y a-t-il des besoins de renforcement des capacités des GAP et du système du filet de sécurité?
5. Les membres des GAP savent-ils l'usage qui est fait des informations qu'ils collectent ?

SILC :

1. Les activités SILC sont elles mises en œuvre selon les standards ?
2. Le niveau d'organisation actuel des groupements SILC leur permettra-t-il de fonctionner correctement après la fin du NEMA ?
3. L'ONG Tricke Up implémente également des activités d'épargne et de crédit dans la même zone. En comparant le SILC à l'épargne crédit de Trickle Up, quelles conclusions peut-on tirer ? Que pensent les bénéficiaires de chacun de ces deux systèmes ?

Alphabétisation :

1. Quelles appréciations font les auditeurs des sessions d'alphabétisation par rapport à son utilité pour la gestion de leurs activités au sein des AEG, SILC, GAP et foyers Hearth?
2. Est-ce que les moments choisis pour la réalisation des séances d'alphabétisation sont convenables ?

IV. Taches à accomplir:

Le consultant accomplira les taches suivantes :

1. Se familiariser avec les activités du programme NEMA a travers la revue des documents clés ;
2. Réaliser des séances de travail avec le staff clé du CFSM et du programme NEMA ;
3. Revoir et finaliser la méthodologie d'étude proposée par les présents TDR ;
4. Faciliter l'atelier d'élaboration des différents outils de collecte des données ;
5. Orienter l'équipe de collecte sur les outils
6. Conduire la phase de collecte et d'analyse des données et produire le rapport préliminaire de l'évaluation ;
7. Finaliser le rapport d'évaluation.

V. Principales Relations de travail:

***Interne**: Le* Chef de Programme de CRS le staff de suivi évaluation du NEMA; la Coordinatrice du NEMA, les Responsables des volets du NEMA, les membres du CFSM, les Coordinateurs NEMA de Save the Children, Caritas Mopti et Tassaght;

Externe: Le Service Local d'Agriculture et de Production Animale de Douentza et Bourem, Les Médecins Chefs /Chefs de poste médicaux des Centres de Sante de Référence/CSCom de Douentza et Bourem, le Bureau Régional du Système d'Alerte précoce(SAP) de Mopti, le Centre Régional de Recherche Agricole de Mopti

VI. Lieu de la mission:

La zone d'intervention du Programme NEMA couvre 100 villages dans 10 communes à Douentza et 30 dans cinq communes à Bourem. Cependant, en plus de ces deux localités, le consultant sera amené à rencontrer des personnes ressources à Bamako, Mopti et Gao.

VII. Calendrier de travail:

La présente évaluation à mi-parcours est prévue pour durer cinq(5) semaines et commence a partir du 02 Mai 2011.

Pour son accomplissement le plan de travail est le suivant:

Activité	DELAI
Rencontre avec les responsables du Consortium a Bamako	16 Mai
Voyage Bamako-Mopti	17 Mai
Rencontre avec les membres du Consortium à Mopti	18 Mai
Elaboration participative des outils d'évaluation et des questions de recherche, orientation de l'équipe de	19 -20 Mai

collecte et d'analyse des données	
Collecte et analyse des données	21Mai-05 Juin
Presentation du rapport provisoire	13 Juin
Voyage Mopti - Bamako	14 Juin
Voyage retour consultant aux USA	16 Juin
Revue du rapport par les membres du Consortium	16- 23Juin
Remise du rapport final de l'étude	25 Juin

VIII. Qualifications:

- Au moins niveau maitrise dans le domaine de l'Agroéconomie ou toute autre discipline pertinente;
- Des connaissances avérées sur les filières agricoles/ marketing et sur le lien entre agriculture et sécurité alimentaire ;
- Des connaissances dans le domaine de la nutrition (Hearth) et de la microfinance (SILC) sont exigées
- Au moins cinq ans d'expérience dans le domaine de l'analyse des situations, la conception et/ou le suivi-évaluation des projets de développement ;
- Expérience dans la facilitation des sessions de planification et de diagnostique participatives ;
- Excellentes capacités rédactionnelle et de communication
- Expérience dans l'évaluation des programmes du Titre II fortement désirée.
- Etre capable de produire le rapport de la présente évaluation en Anglais

IX. DOSSIER DE CANDIDATURE:

Il est soumis sous plis fermés et comprendra deux offres dont l'une technique et l'autre financière.

- L'offre technique devra comprendre en plus des CV et références du/des consultants, une méthodologie appropriée qui décrira entre autres l'échantillonnage, les méthodes de collecte, de traitement et d'analyse des données ainsi que le plan du rapport de l'évaluation.
- L'offre financière, comprendra toutes les charges liées au(x) consultant(s). Le transport et l'hébergement sont à la charge de CRS

Les adresses de soumission des dossiers de candidature sont les suivantes :

Bamako : Badalabougou Est, derrière la pâtisserie AMANDINE, Rue17 Porte130,

Tel. : 20 23 44 57

Sevaré : Face au Centre Jean Bosco, Banguetaba Secteur III, Tel. : 21 42 04 36.

La date limite de dépôt des candidatures est fixée au **18 Avril 2011 à 16H00**

ANNEX 5: TRANSLATION OF KEY QUESTIONS FROM THE S0W

General Questions for the Evaluation

1. Has the Nema Program really targeted the most vulnerable beneficiaries?
2. Has the Nema Program used the most relevant criteria for identifying the most vulnerable?
3. What measures have been put in place to ensure that women's participation in Nema activities is effective?
4. Are the activities planned for the Nema Program relevant for reducing food insecurity in the program zone/area?
5. What interventions are (1) more relevant and (2) less relevant in achieving the Strategic Objectives and Intermediate Results?
6. What improvements need to be made in implementation in order to improve the results?
7. Are the beneficiaries adopting the practices and behaviors being promoted?
8. Are there instances where the beneficiaries are resisting or refusing behavior changes promoted by the Nema field agents?
9. If yes, what measures need to be taken to overcome these constraints?
10. Are the modules for past or current trainings adapted to the needs of the beneficiaries?
11. Do the field agents have the necessary knowledge and skills needed to advise and support the beneficiaries in the different program areas?
12. Are there results or impacts related to the adoption of good practices that participants would continue after the program? What practices might be permanently adopted by the participants? What practices do the participants not seem willing to adopt? Why? What steps should be taken to ensure a lasting adoption of improved practices?
13. Has the program achieved its midterm targets? If not, why not?
14. Are the targets realistic in the current program context? If not, what measures need to be taken?
15. What do the beneficiary communities think of the goods and services provided by the Nema Program?

Agro-enterprise/agro-business

1. Have the Farmer Field Schools led to the adoption of improved production techniques? Have they led to an increase in production and income?
2. To what extent can one consider maximizing the impact of the agro-enterprise/business groups?
3. Is it possible to have an AEG in each of the 130 villages in the Nema Program?

Nutrition and Hygiene:

1. Are there clearly developed manuals used by the field agents (ADCs) on how to conduct awareness/IEC sessions on improved methods and techniques for young child feeding?
2. Is the IEC material appropriate?
3. Do the village health volunteers (*relais*) carry out their role appropriately?
4. Do the Community Development Agents (ADCs) have the necessary capacity to carry out their tasks? Is there a need for capacity-building?

Preparedness and Emergency Response:

1. How functional are the Early Warning Groups? (EWGs)
2. Is the Safety Net system functional in the Nema Program zone?
3. What are the skills of the EWG members in relation to their duties?
4. Is there a need for capacity-building for the EWG and the Safety Net system?
5. Do the EWG members know how the information they collect is used?

SILC:

1. Are the SILC activities implemented according to program standards?
2. Will the current level of organization within the SILC groups enable them to function properly after the close of the Nema Program?
3. The Trickle Up NGO also has credit and savings activities in the same zone. In comparing SILC to the Trickle Up credit and savings program, what conclusions can one draw? What do the beneficiaries think of each system?

Functional Literacy:

1. How do the literacy class participants rate the usefulness of the literacy sessions for managing their activities within the AEG, SILC groups, EWG, and Hearth groups?
2. Is the timing of the literacy classes convenient for the participants?

ANNEX 6: DOCUMENTS REVIEWED

CFSM Proposal

Baseline Survey Narrative

Annual Results Report: Year 1

Annual Results Report: Year 2

PREPs – FY2009, FY2010, FY2011

Recent reports from Consortium members and partners:

Save the Children

- Trimestrial Report: August-October 2010
- Trimestrial Report: November 2010 – January 2011
- Trimestrial Report: February – April 2011

HKI

- Trimestrial Report: August-October 2010
- Trimestrial Report: November 2010 – January 2011
- Trimestrial Report: February – April 2011

Caritas

- Trimestrial Report: August-October 2010
- Trimestrial Report: November 2010 – January 2011
- Trimestrial Report: February – April 2011

Correspondence with FFP, FANTA-2

MYAP team: supervision visits, trip reports, reports training events

M&E Instruments

Trip reports:

NGOs:

- CRS: Moussa Sangare
- HKI: Jennifer Nielsen and Vanessa Dickey
- CRS: Mamadou Diallo

USAID/Mali: Allyson Bear

AEG Business Plans

Getting to Market: From Agriculture to Agroenterprise

SILC Field Manual (French version)

ANNEX 7: KEY INFORMANT INTERVIEWS CONDUCTED BY THE CONSULTANT

NAME	AFFILIATION	CONTACT INFORMATION
EXTERNAL		
Dr. Aliou Traoré	Researcher at Centre Régional de Recherches Agronomiques de Mopti (IER)	Tel: 76.13.07.49
Sidi Touré	Consultant for Farmer Field Schools	Tel: 76.16. 82.49 Sidito6@yahoo.fr
Yéréfolo Mallé	West Africa Regional Representative Trickle Up	Tel: 21.42.12.90 tupmali@afribone.net.ml
Caleb Dembele	Deputy Director, West Africa Trickle Up	Tel: 66.76.93.64 calebtupmali@afribone.net.ml
NGOs AND IMPLEMENTING PARTNERS		
Almahadi Ag Akératine	Tassaght Project Manager for the MYAP	Tel: 76.10.09.21 almahadi2@yahoo.fr
Ag Alwaly Wanalher	M&E – Tassaght	Tel: 76.10.43.08 agwanalher@yahoo.fr
Pierre Togo	Caritas Project Manager for the MYAP	Tel: 76.55.63.20 togo_pierre@yahoo.fr myapcaritas@yahoo.fr
Pierre Diallo	Caritas CDA – Polyvalent	Tel: 78.77.66.25
Guejouma Abel Sogoba	Caritas CDA – Polyvalent	Tel: 79.03.11.80
Alain Togo	Caritas CDA – Polyvalent	Tel: 79.35.29.07
Hamma Yalcouye	Caritas CDA – Nutrition	Tel: 76.26.11.34
Charlotte Dakouono	Caritas CDA – Nutrition	Tel: 73.37.94.48

Jeanne Arama	Caritas CDA – Nutrition	Tel: 76.26.60.45
Carmen Tolofoudie	Caritas CDA – SILC	Tel: 79.31.00.40
Fatoumata Soboro	Caritas CDA – SILC	Tel: 76.24.09.76
Fatou Koite	HKI Technical Advisor – Nutrition	Tel: 66.78.52.60 fatou.koite@hki.org
Marjon Tuinsma	HKI Country Representative	Tel: 66.74.91.29 mtuinsma@hki.org
Vanessa Dickey	HKI Advisor for Nutrition	Tel: 77.95.25.21 vdickey@hki.org
Mamadou Coulibaly	Save the Children Coordinator for the MYAP Gao Region	Tel: 21.82.13.77 mcoulibaly@savechildren.org
Adoul Salam Tiemogo	Technical Advisor – Literacy – Save the Children	Tel: 76.33.06.26 atmaiga@savechildren.org
Tom McCormack	Sahel Country Director - Save the Children	Tel: 66.74.93.52 tcormack@savechildren.org
Michael Manske	Deputy Director/Program - Save the Children	Tel: 77.51.77.36 mmansk@savechildren.org
Modibo Bamadio	Head of M&E – Save the Children	Tel: 76.33.06.26 mbamadio@savechildren.org
Aberahamane Bamba	Department Head for M&E - CRS	Tel: 76.40.93.04 Abderahamane.bamba@crs.org
Jennifer Holst	MYAP Coordinator - CRS	Tel: 76.40.93.03 Jennifer.Holst@crs.org
Abdel Kader Sidibe	Project Manager/Hearth, Latrines - CRS	Tel: 76.05.88.29 abdelkader.sidibe@crs.com
Hamadoun Ganaba	End-use Checker - CRS	Tel: 76.01.54.72 hamadoun.ganaba@crs.org
Adama Sangaré	Technical Advisor – SO3 - CRS	Tel: 76.33.11.08 adama.sangare@crs.org
Fanta Kone	Technical Advisor – SILC - CRS	Tel: 78 70 5 46 fanta.kone@crs.org

Chéry Traoré	Technical Advisor – SO1 - CRS	Tel: 76.07.83.62 chery.traore@crs.org
Salif Dembele	Technical Assistant/Water and Sanitation - CRS	Tel: 76.16.52.83 salif.dembele@crs.org
Moussa Sangaré	CRS Head of Program	Tel: 76.40.93.02 moussa.sangare@crs.org
Mamadou Diallo	Department Head for Agriculture, Water and Sanitation - CRS	Tel: 76.40.93.07 mamadou.diallo@crs.org

ANNEX 8: SAMPLING SET FOR FIELD SURVEY SITE SELECTION

Douentza						
Type	**Village**	**AEG**	**SILC**	**EWG**	**SN Existence**	**Alpha Existence**
Strong	**Koumbéwel**	+	+	+	+	+
	Falembougou	+	+ -	+	+	+
	Fombori	+	+ -	+	+	+
	N'Gouma	+	+ -	+	+	+
	Boré	+	+ -	+	+	+
Average	**Pétaka**	+ -	+	+ -	+	+
	Dansa	+ -	+ -	+ -	+	+
	Poye	+ -	+ -	+ -	+	+
	Madina	+ -	+	+ -	+	+
	Ibissa	+ -	+	+ -	+	+
Weak	**Boumbam**	-	-	-	+	+
	Gono	-	-	-	+	+
	Déri	-	-	-	+	+
	Dallah	-	+ -	-	+	+
	Débéré	-	-	-	+	+
Bourem						
	Village	**AEG**	**SILC**	**EWG**	**SN Existence**	**Alpha Existence**
Performants	**Ouani**	+	+	+	+	+
	Téméra	+	+	+	+	+
	Tondibi	+	+	+	+	+
	Bia	+	*	+	+	+
Moyens	Bamba Ile	+ -	+ -	+ -	+	+
	Kermachoué	+ -	*	+ -	+	+
	Ahel Baba	+ -	*	+ -	+	*
Faibles	**Eguedech**	*	*	-	+	*
	Goundji	*	*	+	+	+
	Bissane	*	*	+	+	+

Villages in **bold** were selected for the field survey

+ Strong for AEG, SILC, and EWG; have Safety Net and Literacy activities
+ - Average performance for the component
- Weak performance for the component
* No activities for the component

ANNEX 9: RECOMMENDATIONS FROM THE JUNE 6-7 WORKSHOP

FFW

1. Préparer une stratégie pour s'assurer que les travaux commencent à temps.
2. Voir la possibilité de prépositionner les vivres avant la fin des travaux dans certaines communautés, surtout celles où l'accès est difficile pendant l'hivernage.
3. Livrer les matériels à temps.
4. Faire quelques infrastructures de grandes envergures d'ici la fin du projet.
5. Augmenter les quantités de matériels dans les communautés où le besoin y est.
6. Continuer à renforcer la mobilisation des communautés en travaillant de plus près avec le comité de gestion et les ADC.

Hearth

1. Organiser un recyclage pour tous les ADC sur le foyer.
2. Renforcer la supervision des activités de sante/nutrition par un suivi rapproché (Caritas et Tassaght).
3. Amener les mères participantes à participer aux activités de maraîchage.
4. Etendre la couverture Hearth à tous les villages MYAP.
5. Introduire de nouveaux menus riches surtout en vitamine A.

Alphabétisation

1. Faire le suivi mensuel des centres pour motiver les auditeurs. (ADC)
2. Démarrer les cours à temps afin d'éviter la période hivernale. (Tassaght, Caritas)
3. Revoir la planification des rencontres mensuelles des ADC pour s'assurer que les ADC ont le maximum du temps possible sur le terrain.
4. Ne pas ouvrir les centres Alpha dans les huit villages n'ayant pas encore ouvert les centres.
5. Motiver les auditeurs par les vivres (Food For Training)

Recommandations générales :

6. * Responsabiliser d'avantage les ADC (renforcement de capacités des agents : que les responsables de volets ne se substituent pas aux ADC et effectuer les formations à leur place - utilité des TOT pour les ADC).

7. * Faire une répartition géographique des ADC et non par volet (si cela n'est pas possible, faire « le lead »)

AEG

1. D'ici la fin Décembre assurer la formation des groups AEGs sur les principales étapes de l'approche Agro entreprise. (Faire d'abord la grille de compétence de chaque groupement).

2. Améliorer la planification et système de supervision régulière des ADC vers les AEG (établir les plans de visite dans les villages très précis et le système de rapportage…Fréquence à déterminer)

3. Renforcer la vision de durabilité des activités AEG surtout à travers les 'cycles' des plans d'affaires qui vont venir (le processus de réinvestissement). Amener les AEG à réviser leurs plans d'affaires.

4. Traduire les outils principaux de formation AE et les plans d'affaire en langue locale.

Relais

1. Renforcer le suivi mensuel des relais. (ADC, CSCom)

2. Doter les relais en matériel de travail (boîte è images si possible en langue locale, bande de Shakir, encre indélébile pour identifier les enfants dépistés).

3. Former/Recycler des relais en introduisant des thèmes comme l'IEC.

4. Faire une description de tâches pour les relais.

5. Organiser des cérémonies de reconnaissance publique pour les relais performants.

6. Encourager les communautés à motiver les relais.

SILC

1. Initier et diffuser des messages radiophoniques sur le SILC à travers les radios de proximité avec des enregistrements au sein du groupement SILC initial pour faciliter la démultiplication dans les villages environnants par l'animatrice

2. Assurer l'introduction des Animatrices Villageoises dans les nouveaux villages où elles doivent faire la réplication (par l'ADC).

3. Faire traduire des outils de gestion en langues locales.

4. Doter les groupements en kits et documents de gestion (en langues locales)
5. Mettre en place des rencontres mensuelles entre ADC et AV.
6. Assurer la supervision des groupements de 2ème génération par les ADC.

7. Utiliser les formateurs alpha pour la duplication de l'approche (afin de couvrir les 130 villages).

Recommandation générale :

8. * Entreprendre des actions de plaidoyer en faveur des volets du projet.

ADC

1. Respecter le planning lors des réunions de coordination.
2. Faire une meilleure répartition des ADC par zone.
3. Renforcer le système de supervision au niveau des partenaires Caritas et Tassaght.

Filet de Sécurité

1. Le projet doit voir la possibilité de construire des greniers de prévoyance dans certaines communautés et encourager les communautés à collecter les vivres à la récolte et les destiner à la distribution aux plus démunis.

GAP-RU

1. Donner à chaque village deux appareils pluviomètres.
2. Transcrire les fiches en langues locales pour permettre la tenue des cahiers.
3. Faire des formations sur les rôles et responsabilités dans chaque village en présence de tous les membres du GAP et certains leaders.
4. Renforcer le suivi des GAP-RU par les ADC (au moins une visite par mois).
5. S'assurer qu'il y a un répondant par commune à qui les GAP-RU peuvent s'adresser.

ANNEX 10: PROPOSED REVISIONS TO IPPT

Mali CFSM MYAP Indicator Performance Tracking Table—Proposed Revisions as of July 12, 2011

Yellow highlighting: Indicator has been reformulated <u>or</u> LOA target has gone up <u>or</u> LOA target is To Be Determined (TBD)
Blue highlighting: LOA target has gone down.

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
SO 1: Livelihood strategies more profitable and resilient.																			
Impact indicator 1.1: # of months of adequate food provisioning (FFP)	**(+)**	4.11 (3.96; 4.26)	--	--	--				5						7			7	
Impact indicator 1.2: Average HH dietary diversity score (FFP)	**(+)**	6.51 (6.36 ; 6.66)	--	--	--				6.51						7.21			7.21	
Impact indicator 1.3: % of households who report increase in financial resources	**(+)**	0	--	--	--				60%						70%			70%	
IR 1.1: Household agricultural production increased.																			
Monitoring indicator 1.1.1: % of Title II-assisted producers using at least 3 sustainable	**(+)**	0	--	--	--	30%	10%	33.3%	50%			70%			80%			80%	

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
agro-enterprise technologies[1] (FFP)																			
Monitoring indicator 1.1.2.: Number of beneficiary farmers who have adopted new techniques **(USAID)**	**(+)**	0	--	--	--	150	0	0%	300			600			1500			1500	
Monitoring indicator 1.1.3: Number of beneficiary farmers accessing improved agro-silvo-pastoral infrastructure[2].	**(+)**	0	0	0	--	15,000	35,210	234.73	30,000			50,000			100,000			100,000	
Monitoring indicator 1.1.4: Number of improved infrastructures completed [3](disaggregated by type of infrastructure: km of road, number of bridges, hectares irrigated, etc)	**(+)**	0	0	0	--	65	42[4]	64.62	120			185			260			260	
Monitoring indicator 1.1.5.: % of Title II assisted AEG producers who increase their agricultural production of cash	**(+)**	0	0	0	--	20%	9%	45%	20%			30%			40%			40%	

[1] Refers to AEG producers. Includes using improved production techniques tailored to market demand. CRS considers this to be part of the package of "sustainable agricultural technologies" as defined by FFP in the SAPQ and will measure adaptation of specific technologies promoted by the FFS activity under So1. These technologies will be identified through a participatory process with participating producers in Years 2 and 3.

[2] Infrastructure improved or created by the MYAP interventions.
[3] MYAP supported infrastructures.
[4] These infrastructures consist of 20 rehabilitated irrigated perimeter infrastructures (235 ha); 1 rehabilitated road 1 kilometer in length; 6 stone dykes (3158 meters total); 2 animal vaccination structures; 2 reinforced ponds; 1 tree park (250 plants); 4 concrete dykes to protect against floods.

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
crops by an average of at least 20% over the project life.																			
Monitoring indicator 1.1.6.: Number of individuals who have received USG supported short term agricultural sector productivity training. (USAID)	**(+)**	0	0	--	--	175	117	66.9%	1000			4950			6750			10,000	
Monitoring indicator 1.1.7.: Number of vulnerable households benefiting directly from USG assistance. (USAID)	**(+)**	0	--	--	--	3438	3438	100%	3538			3640			3746			14362	
Monitoring indicator 1.1.8.: Number of producer organizations, water user association, trade and business associations, and community-based organizations receiving USG assistance. (USAID)	**(+)**	0	20	20	100%	95	93	97.9%	135			135			135			135	
Environmental indicator 1.1.9: # of mitigation actions to prevent or reduce natural resource degradation	**(+)**	0	--	--	--	15	11	73.3%	50			10			0			75	

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
implemented																			
Environmental indicator 1.1.10: # of reported cases of overgrazing as a result of SO1 activities.	**(-)**	0	--	--	--	0	0	0	0			0			0			0	
Environmental indicator 1.1.11: # of AEGs trained in governance	**(+)**	0	0	--	--	20	9	45%	55			0			0			75	
I R 1.2: Targeted household revenues increase.Pas diso																			
Monitoring indicator 1.2.1: % SILC members who have increased their financial assets	**(+)**	0	-	--	--	50%	50%	100%	60%			70%			80%			80%	
Monitoring indicator 1.2.2: % increase in value of net worth of the SILC groups combined.	**(+)**	0	-	--	--	50%	22.1%	44.2%	60%			70%			80%			80%	
Monitoring indicator 1.2.3.: Number of women's organizations/associations assisted as a result of USG interventions (savings). (USAID)	**(+)**	0	0	--	--	20	20	100%	180			340			585			585	
Monitoring indicator 1.2.4: % change in net revenue from agro-	**(+)**	0	NA	--	--	20%	5%	25%	15%			20%			25%			25%	

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
enterprise activities for Title II assisted AEG producers compared to their baseline net revenue.																			
Monitoring indicator 1.2.5: % of Title II assisted AEG producers using improved MIS technologies.[5]	**(+)**	0	0	--	--	20%	15.4%	77%	30%			40%			50%			50%	
Monitoring indicator 1.2.6: % Title II assisted AEG producers who are members of a functional agro-enterprise group.[6]	**(+)**	0	0	--	--	20%	19%	95%	40%			60%			75%			75%	
Strategic Objective 2: Children under 5 years less vulnerable to illness and malnutrition.																			
Impact indicator 2.1: % of wasted children (WHZ <-2) ages 6-59 months	**(-)**	17.2% (15.4, 19.0)	--	--	--				13%						12.2%			12.2%	
Impact indicator 2.2: % of stunted (HAZ) children 6-59 months of age (FFP)	**(-)**	35.2% (33.0, 37.4)	--	--	--				33%						31.2%			31.2%	
Impact indicator 2.3: % of underweight WAZ <-2) children 0-59 months of age, disaggregated by 0-	**(-)**	30.8% (28.7, 33.0)	--	--	--				28%						26.8%			26.8%	

[5] CRS considers this to be part of the package of "sustainable agricultural technologies" as defined by FFP in the SAPQ.
[6] CRS considers this to be part of the package of "sustainable agricultural technologies" as defined by FFP in the SAPQ

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
6 months, 6-36 months, 37-59 months (FFP)																			
RI 2.1 Caregivers of children under 5 and pregnant women are applying improved nutrition and feeding practices																			
Monitoring indicator: **2.1.1**: % of children 0-59 months accessing community nutrition screening services	**(+)**	9% (7.40, 9.62)	--	--	--	50%	11%	22%	20%			35%			45%			45%	
Monitoring indicator 2.1.3: % of children 0-59 months with severe *acute* malnutrition who are rehabilitated at the CSCOMs	**(+)**	10% (6.86, 12.18)	--	--	--	30%	24%	48%	28%			30%			30%			30%	
Monitoring indicator: 2.1.4. % of children 0-59 months with ***moderate*** acute malnutrition who are rehabilitated through community-level services	**(+)**	21% (17.89, 23.12)	--	--	--	50%	39%	50.6%	40%			50%			60%			60%	
Monitoring indicator 2.1.5: % of beneficiary children 0-6 months of age exclusively breastfed (FFP)	**(+)**	22.8% (18.57, 25.13)	--	--	--	36%	41%	140%	45%			55%			60%			60%	
Monitoring indicator 2.1.9: Number of children reached by USG supported nutrition	**(+)**	0	0	0	--	10313	749	8.1%	7601			9000			7800			25150	

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
programs. (USAID)																			
Monitoring indicator 2.1.10.: Number of people trained in child health and nutrition through USG supported health area programs (USAID)	**(+)**	0	50	70	140%	1270	930	73.2%	1035			2577			2000			6932	
Environmental indicator 2.1.11: Number of hangars completed for food demonstration activities.	**(+)**	0	0	0	--	17	0	0%	0			0			0			17	
IR 2.2 Caregivers of children under 5 are applying improved hygiene and sanitation practices																			
Monitoring indicator 2.2.1: % of beneficiary caregivers demonstrating proper personal hygiene behaviors as shown by improved hand washing[7] (FFP)	**(+)**	11.2% (8.6, 13.3)	--	--	--	12%	34%	283%	40%			50%			60%			60%	
Monitoring indicator 2.2.2: % of beneficiary caregivers demonstrating proper food hygiene behaviors as shown by improved utensil washing (FFP)	**(+)**	78.6% (74.8, 81.1)	--	--	--	79%	73.5%	93%	80%			85%			90%			90%	

[7] Percentage of mothers or caregivers reporting washing hands with soap at three key periods: before eating, after using the toilet, and after washing a child that had defecated.

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
Monitoring indicator 2.2.3: % of beneficiary caregivers demonstrating proper water hygiene behaviors as shown by improved habits in the transport of drinking water (FFP)[8]	**(+)**	14.9% (12.3, 17.7)	--	--	--	15%	14.1%	94%	15%			25%			50%			50%	
Monitoring indicator 2.2.4: % of target population with access to potable water	**(+)**	37.5% (33.3, 40.6)	--	--	--				42.5%						53%			53%	
Monitoring indicator 2.2.5: Number of people in target areas with access to improved drinking water as a result of USG assistance (USAID)	**(+)**	0	0	0	--	1200	0	0	6400			5600			7600			19600	
Monitoring indicator 2.2.6: % of beneficiary caregivers demonstrating proper environmental hygiene behaviors as shown by increased use of latrines[9]	**(+)**	54.5% (50.24, 57.76)	--	--	--	55%	58%	105%	57%			60%			65%			65%	

[8] Measured by type of recipient used for the transport of drinking water (open or closed).
[9] Includes households reporting their own latrines and those reporting access to other latrines.

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
Environmental indicator 2.2.7: % of targeted caregivers who report that they sweep/clean their house daily	**(+)**	0	0	0	--	75%	69%	92%	75%			75%			75%			75%	
Environmental indicator 2.2.8.: Water quality tests indicate potable water for completed water points.	**(+)**	0	0	0	--	15	0	0%	16			14			19			49[10]	
Environmental indicator 2.2.9: % Water management committees who properly maintain completed water points as indicated by lack of stagnant water and cleanliness of site..	**(+)**	0	0	0	--	90%	0	0%	90%			90%			90%			90%	
Strategic Objective 3: Targeted communities manage shocks more effectively.																			
Impact indicator 3.1: % of Title-II assisted communities with disaster early warning systems in place (FFP)[11]	**(+)**	0	0	0	--	60%	30%	50%	50%			65%			75%			75%	
Impact indicator 3.2: % of Title-II assisted communities with	**(+)**	09.1% (2.25, 15.75)	--	--	--	50%	32.3%	64.6%	75%			90%			100%			100%	

[10] The number of water points to be completed is 49 instead of 60. This was discussed previously with USAID/FFP.

[11] While the baseline data reported 50% of the communities surveyed had some form of EWG, 76% of those were also reported as non-functional. The IPTT therefore will start its baseline at 0 and assume that no functional EWGs exist in the target villages. Functional groups consist of those who meet regularly, collect monthly data, submit monthly reports to SAP, and who intervene in the event of a shock.

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
improved physical infrastructure to mitigate the impact of shocks (FFP)																			
Intermediate Results 3.1 Community early warning and response systems are in place.																			
Monitoring indicator 3.1.1: % of HOH in targeted communities who can cite at least 2 concrete strategies the community is using to improve their resiliency to future shocks.	**(+)**	38.1%	--	--	--				60%						75%			75%	
Monitoring indicator 3.1.2: # of community groups that are actively tracking trigger indicators	**(+)**	7 (6.04, 7.96)	0	0	--	50	26	52%	65			85			98			98	
Environmental indicator 3.1.3: # of flood mitigation actions implemented	**(+)**	0	0	0	--	4	4		2			2			0			8	
Environmental indicator 3.1.5: # of erosion mitigation actions implemented	**(+)**	0	0	0	--	6	11	183.3 %	6			6			8			26	
Environmental indicator 3.1.6: # of hectares of sand dunes stabilized.	**(+)**	0	0	0	--	1	19	1900%	8			8			5			40	
Environmental indicator 3.1.7: # of hectares of	**(+)**	0	0	0	--	2	6	300%	5			5			4			20	

Indicator	Desired direction of change (+) or (-)	Baseline	Year 1 (FY 09)			Year 2 (FY 10)			Year 3 (FY 11)			Year 4 (FY 12)			Year 5 (FY 13)			LOA	
			Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved	% Target met	Target	Achieved
vegetation cover re-established.																			
Environmental indicator 3.1.8: # of hectares of soil restored.	**(+)**	0	0	0	--	6	0	0%	6			6			8			26	
Environmental indicator 3.1.9: # of hectares of natural pastureland restored.	**(+)**	0	0	0	--	2	0	0%	4			4			3			13	
Intermediate Results 3.2 Community safety nets are in place.																			
Monitoring Indicator 3.2.1: Total # of assisted communities with safety nets in place to address the needs of the most vulnerable members (FFP)	**(+)**	0	0	0	--	65	96	147.7 %	130			130			130			130	
Monitoring indicator 3.2.2: Total number of communities who strengthen safety nets, over the life of the activity, as shown by the reported increase in the diversity of shocks the safety net is capable of responding to (FFP).[i]	**(+)**	0	0	0	--														

Indicator 3.2.2: As discussed in the midterm evaluation report, the M&E team needs assistance with defining the targets for this indicator. The original targets were based on number of infrastructures but this is not an accurate measurement for this indicator.

GUIDE D'ENTRETIEN: ADC

CERCLE:…….……. COMMUNE :…….

LIEU D'AFFECTATION:……..…….

DATE/____ /____ /_____/

NOM DE L'ENQUETEUR :……..

Introduction

Bonjour ! Mon nom est : _____ . Je suis ici dans le cadre du projet MYAP/NEMA. Dans le cadre de l'évaluation à mi-parcours du projet, je voudrais m'entretenir avec vous sur des questions relatives à votre travail en tant que ACD. Je voudrais échanger avec vous sur certains points et recevoir vos suggestions. Ces informations seront utilisées pour mieux réorienter au besoin les actions du projet.

L'interview prendra un certain temps. Je vous serais très reconnaissant de bien vouloir me fournir le maximum d'informations et en toute sincérité. On voudrait bien améliorer l'appui du projet aux communautés et on compte sur vous pour donner des suggestions sur comment le projet pourrait mieux appuyer les communautés.

1. **Est-ce que vous pouvez me parler un peu de votre rôle et responsabilités en tant que ADC ? (*Notez si l'ADC est polyvalent ou s'il est spécialisé.*)**

_____

_____

_____

_____

_____

_____

_____

2. **Selon vous quelles sont les activités les plus appréciées par les bénéficiaires? Pourquoi ?**

_____

_____

_____

_____

_____

_____

_____

3. **Selon vous, quels sont les points forts du projet NEMA?**

_____

_____

_____

_____

_____

4. **Quels sont les points à améliorer dans le projet?**

_____

_____

_____

_____

_____

_____

_____

5. **Pensez-vous que les bénéficiaires vont continuer les activités après le retrait du projet?**

   OUI /____/ **NON /____/**

   a. **Si OUI, lesquelles?**

   _____

   _____

   _____

   _____

   b. **Si NON, pourquoi pas?**

   _____

   _____

   _____

   _____

6. **Qu’est-ce qui vous donne le plus de satisfaction dans votre travail? (*Chercher à savoir de quoi il/est est fier, ce qui l’encourage.*)**

   _____

   _____

   _____

7. **Quelles sont les difficultés ou des défis que vous rencontrez dans votre travail?**

   _____

   _____

   _____

   _____

   _____

8. **Avez-vous besoin d’autres formations/orientations pour mieux faire votre travail?**

   OUI /____/ NON /____/

   a. **Si OUI, sur quels thèmes ?**

_____

_____

_____

_____

_____

9. **Y a-t-il d’autres activités que le projet pourrait faire pour mieux appuyer les communautés dans le cadre de la Sécurité Alimentaire?**

   OUI /____/ NON /____/

   a. **Si OUI, lesquelles?**

_____

_____

_____

_____

_____

Fin de la séance : Remerciements à l’ACD.

GUIDE D'ENTRETIEN: AEG

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….NOM DU GROUPE :……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

Introduction

Bonjour ! Mon nom est : _____ . Je suis ici avec mon collègue _____ . Nous sommes ici dans le cadre du projet MYAP/NEMA qui est sous financement de l'USAID et mis en exécution par 5 organisations : Catholic Relief Services (CRS), Save the Children Federation Inc, Helen Keller International (HKI) et deux ONG locaux Caritas et Tassaght. Le projet NEMA est en train d'être mis en œuvre depuis plus de 2 ans dans votre zone. Dans le cadre de l'évaluation à mi-parcours du projet, je voudrais m'entretenir avec vous sur des questions relatives aux activités du projet en ce qui concerne la Sécurité Alimentaire et le bien-être de vos familles. Je pourrais vous poser des questions sensibles, mais les informations que vous me donnerez resteront strictement confidentielles. Ces informations seront utilisées uniquement pour mieux réorienter au besoin les actions que le projet est en train de poursuivre dans le cadre de la Sécurité Alimentaire dans votre village.

L'interview prendra environ une heure. La participation à cette évaluation est volontaire et vous pouvez refuser de répondre à des questions particulières ou à toutes les questions. Cependant je vous serais très reconnaissant(e) de bien vouloir me fournir le maximum d'informations et en toute sincérité. L'équipe du projet voudrait bien améliorer son appui et on compte sur vous pour donner des suggestions sur comment le projet pourrait mieux vous appuyer pour renforcer la Sécurité Alimentaire et le bien-être de toute la famille, surtout les petits enfants.

1. Pourquoi avez-vous crée ce groupement ?
(*Enquêter : Cherchez la ‘raison d’être’ de leur groupement.*]

- **Travailler ensemble /____/**
- **Pour apprendre /____/**
- **Pour développer une filière /____/**
- **Augmenter le revenue des membres /____/**
- **Renforcer la cohésion /____/**
- **Autres à préciser /____/**

_____

_____

_____

_____

2. Quelles sont les activités de votre groupement ?

- **Maraichage /____/**
- **Agriculture /____/**
- **Elevage/embouche /____/**
- **Petit commerce /____/**
- **Pèche /____/**
- **Production des plants /____/**
- **Autres à préciser /____/**

_____

_____

_____

_____

3. Quel appui et/ou formation avez-vous reçu du projet Nema ?

- **Identification des produits /____/**
- **Etude de marché /____/**
- **Etude de filière /____/**
- **Système d’informations de marché /____/**
- **Elaboration de plans d’affaires /____/**
- **Financement de projets /____/**
- **Autres à préciser /____/**

_____

_____

_____

_____

_____

a. Votre point de vue sur la qualité de la formation/appui:

_____

_____

_____

_____

4. Quels produits faites-vous ensemble ?

- **Mil /____/**
- **Niébé /____/**
- **Riz /____/**
- **Sorgho /____/**
- **Echalote /____/**
- **Ail /____/**
- **Embouche/____/**
- **Poisson /____/**
- **Autres à préciser /____/**

_____

_____

5. **Comment êtes-vous arrivé à choisir ces produits ? [*Chercher à savoir par quelles étapes ils sont passés pour arriver à ce choix particulier.*]**

_____

_____

_____

_____

_____

_____

_____

6. **Avez-vous participé aux Champs Ecoles Paysannes ?**

OUI /____/ NON /____/

a. **Si OUI, qu’est-ce vous avez appris ?**

- **Production et/ou utilisation de fumeur organique /____/**
- **Techniques de semis /____/**
- **Traitement phytosanitaire /____/**
- **Conservation des produits /____/**
- **Fertilisation des sols /____/**
- **Autres à préciser /____/**

_____

_____

_____

_____

_____

b. Comptez-vous appliquer ce que vous avez appris dans votre propre champ ?

OUI /____/ NON /____/

c. Si OUI, qu’est-ce que vous auriez appliqué? Pourquoi ?

_____

_____

_____

_____

_____

_____

_____

_____

d. Si NON, pourquoi pas ?

_____

_____

_____

_____

7. Avez-vous besoin d’autres formations?

OUI /____/ **NON /____/**

a. Si oui, en quoi?

_____

_____

_____

_____

_____

8. Depuis que le groupement a été crée, quels changements/différences constatez-vous dans vos vies? [*Cherchez des exemples individuels à exploiter en profondeur à la fin de la séance.*]

_____

_____

_____

_____

_____

_____

9. Est-ce qu’il y a des avantages du fait d’appartenir à ce groupement ? Si OUI, lesquels ?

_____

_____

_____

_____

_____

10. Quelles difficultés avez-vous rencontrées dans ce groupement ?

_____

_____

_____

_____

_____

a. Quelles solutions avez-vous trouvées?

_____

_____

_____

_____

b. Quel appui demandez-vous du projet NEMA pour faire face aux difficultés ?

_____

_____

_____

_____

11. Y a-t-il des activités que vous aimeriez continuer après que le projet se retire ?

OUI /____/ NON /____/

a. Si OUI, lesquelles ?

_____

_____

_____

_____

_____

_____

b. Quelles dispositions avez-vous prises pour pouvoir continuer ?

_____

_____

_____

_____

_____

12. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema dans le cadre de l’agro-entreprise ? [*Comment est-ce que le projet pourrait mieux vous appuyer ?*]

_____

_____

Fin de la séance : Remerciements au groupement.

GUIDE D'ENTRETIEN: ALPHA

CERCLE:…….……. COMMUNE :…….

VILLAGE :……..……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

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[*Essayez de mettre le groupe à l'aise et d'encourager la franchise sans être trop formel. Assurez que les personnes clés du group sont présentes.*]

13. Combien d’entre vous faites partie des groupes suivants : AEG, SILC, GAP-RU, Relais, Volontaires ? [*Ce n’est pas nécessaire de mettre le nombre. C’est juste pour avoir une idée de quels groupes sont représentés.*]

Indiquez les groupes représentés :

- **AEG /____/**
- **SILC/____/**
- **GAP-RU /____/**
- **Relais /____/**
- **Volontaire /____/**
- **Autres à préciser /____/**

14. Qu’est-ce que vous avez appris lors des séances d’alphabétisation ?

- **A lire /____/**
- **A écrire /____/**
- **A calculer /____/**
- **Thèmes /____/**
- **Autres à préciser /____/**

15. Comment utilisez-vous ce que vous avez appris (en général et dans la gestion des activités des différents groupes) ?

- **A faciliter le remplissage des outils de nos associations /____/**
- **A pouvoir écrire et lire son nom /____/**
- **A faire des correspondances en langue locale /____/**
- **Autres à préciser /____/**

16. Pendant les séances d’alphabétisation avez-vous discuté des thèmes ?

OUI /____/ NON /____/

Si oui, lesquels étaient les plus utiles/intéressants ?

- **Santé / Hygiène /____/**
- **Education /____/**
- **Pratique de techniques améliorées de culture /____/**
- **Pratique de techniques améliorées de commercialisation /____/**
- **Utilisation des fumures organiques /____/**
- **Calcul /____/**
- **Autres à préciser : /____/**

17. Depuis que vous suivez ces séances d’alphabétisation, quels changements/différences constatez-vous dans vos vies? [*Cherchez des exemples individuels à exploiter en profondeur à la fin de la séance.*]

- **Lavage des mains aux savons avant de donner à manger aux enfants /____/**
- **L’allaitement maternel exclusif jusqu'à 6 mois /____/**
- **La fabrication du bon compost /____/**
- **Autres à préciser : /____/**

18. Avez-vous besoin d’autre appui du projet Nema pour renforcer la Sécurité Alimentaire et le bien-être de vos familles, y compris les enfants moins de 5 ans?

/____/ OUI /____/NON

a. Si OUI, en quoi ?

- **Food For Training /____/**
- **Appui en fournitures et matériels didactiques /____/**
- **Prévoir des attestations pour les néo-alphas et les auditeurs les plus méritants /____/**
- **Autres à préciser : /____/**

19. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema ? [*Comment est-ce que le projet pourrait mieux vous appuyer ?]*

- **Poursuivre l’alphabétisation durant les deux années à venir du projet /____/**
- **Appui à la construction des salles de formation /____/**

- **Autres à préciser : /____/**

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: FFW Non-Participants

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….

TYPE D'INFRASTRUCTURE……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

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20. Selon vous, comment l’infrastructure a été choisie ?

21. Comment a-t-on choisi les participants pour la réalisation de l’infrastructure ?

22. Quelles sont vos impressions sur le déroulement des travaux ?

23. Quelles sont les personnes/ménages qui ont accès et/ou bénéficient des avantages de l’infrastructure ?

a. **Décrivez comment ces personnes/ménages bénéficient des infrastructures.**

b. **Existe-t-il des personnes/ménages dans votre village qui n’ont pas accès ou ne bénéficient pas de l’infrastructure ?**

OUI /____/ NON /____/

Si OUI, pourquoi ?

24. <u>Dans le cas de périmètres rizicoles/maraichers</u> : Comment a-t-on sélectionné les exploitants ?

25. Quelles suggestions et recommandations faites-vous pour que le projet puisse mieux vous aider dans le cadre de VCT ?

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: FFW Non-Participants

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….

TYPE D'INFRASTRUCTURE……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

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26. Selon vous, comment l’infrastructure a été choisie ?

27. Comment a-t-on choisi les participants pour la réalisation de l’infrastructure ?

28. Quelles sont vos impressions sur le déroulement des travaux ?

29. Quelles sont les personnes/ménages qui ont accès et/ou bénéficient des avantages de l’infrastructure ?

a. **Décrivez comment ces personnes/ménages bénéficient des infrastructures.**

b. **Existe-t-il des personnes/ménages dans votre village qui n’ont pas accès ou ne bénéficient pas de l’infrastructure ?**

OUI /____/ NON /____/

Si OUI, pourquoi ?

30. <u>Dans le cas de périmètres rizicoles/maraichers</u> : Comment a-t-on sélectionné les exploitants ?

31. Quelles suggestions et recommandations faites-vous pour que le projet puisse mieux vous aider dans le cadre de VCT ?

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: FFW Participants

CERCLE:…….…… COMMUNE :……

VILLAGE :…….

TYPE D'INFRASTRUCTURE……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

(S'assurez qu'il y a aussi les membres du Comité de Gestion de l'Infrastructure présents y compris des femmes.)

Introduction

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32. Comment avez-vous choisi votre infrastructure ?

33. Pourquoi avez-vous choisi cette infrastructure ?

34. Comment avez-vous choisi les participants pour réaliser l’infrastructure ?

35. Comment avez-vous choisi les membres du comité de gestion VCT ?

36. Quels sont les appuis que le projet a apportés lors de la réalisation de l’infrastructure ?

37. Quelle appréciation faites-vous des appuis apportés ?

38. Quelles sont vos impressions sur le déroulement des travaux (s’était bien passe ou il y avait des problèmes…S’il y avait des problèmes, lesquels ?)

39. Quelle est votre appréciation de la qualité de votre infrastructure ?

40. Quel intérêt tirez-vous de l’infrastructure ?

41. Quels sont les personnes/ménages qui ont accès et/ou bénéficient des avantages de l’infrastructure ?

Décrivez comment ces personnes/ménages ont accès et/ou bénéficient de l’infrastructure.

42. Existe-t-il des personnes/ménages dans votre village qui n’ont pas accès ou qui ne bénéficient pas de l’infrastructure?

OUI /____/ NON /____/

a. Si OUI, pourquoi ?

43. <u>Dans le cas de périmètres rizicoles/maraichers</u> : Comment avez-vous sélectionné les exploitants ?

44. Quelles appréciations faites-vous de la distribution des vivres (période de la distribution, qualité, quantité, etc.) ?

45. Quelles suggestions et recommandations proposez-vous pour que le projet puisse mieux vous aider dans le cadre de VCT ?

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: COMMISSION DE SELECTION FILET DE SECURITE

CERCLE:…….……. COMMUNE :…….

VILLAGE :……..

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

Introduction

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46. Comment avez-vous étés sélectionnés pour être membres de la commission de sélection filet de sécurité ?

47. Pouvez-vous décrire comment vous faites la sélection des bénéficiaires du filet de sécurité ?

48. Quelles difficultés avez-vous rencontrées dans votre travail ?

49. Après le retrait du NEMA, avez-vous réfléchi sur un système au niveau communautaire pour continuer à soutenir les vulnérables du village ?

OUI /____/ NON /____/

a. Si OUI, lequel ?

b. Si NON, pourquoi pas ?

50. Avez-vous des recommandations pour que le projet NEMA puisse mieux vous aider à réduire l’insécurité alimentaire ?

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: GAP-RU

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….NOM DU GROUPE :……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

(Pour pouvoir identifier le GAP-RU, les enquêteurs doivent demander soit GAP_RU soit Groupe SAP soit groupe Météo Il faudra voir le président et/ou le secrétaire (le secrétaire est l'idéal).

Introduction

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[*Essayez de mettre le groupe à l’aise et d’encourager la franchise sans être trop formel. Assurez que les personnes clés du group sont présentes.*]

51. Pourquoi avez-vous crée ce groupe ?
(*Enquêter : Cherchez la ‘raison d’être’ de leur groupe*].

- **Pour surveiller les différents risques auxquels la communauté est exposée /____/**
- **Pour soutenir la communauté en cas de crise/problème grave /____/**
- **Autres à préciser /____/**

52. Comment le groupe a été mis en place ?

- **En Assemblée Générale du village /____/**
- **En réunion du conseil du village /____/**
- **Autres à préciser /____/**

53. Sur quelle base les membres du groupe ont-ils été choisis ?

- **Volontariat /____/**
- **Disponibilité /____/**
- **Etre personne ressource /____/**
- **Au moins un lettré dans le groupe /____/**
- **Autres à préciser /____/**

54. Quelles sont les activités de ce groupe ?

- **Collecte des données /____/**
- **Participation aux réunions SAP dans la commune /____/**
- **Soutenir la communauté en cas de crise /____/**
- **Autres à préciser /____/**

55. Quelles informations collectez-vous ?

- **Santé humaine /____/**
- **Agriculture /____/**
- **Elevage /____/**
- **Environnement /____/**
- **Sécurité/conflits /____/**
- **Autres à préciser /____/**

56. Est-ce que les informations collectées sont consignées dans un document (dans un cahier ou une fiche) ?

OUI /____/ NON /____/

57. Quelle utilisation faites-vous des données collectées ?

- **Envoie au niveau de la réunion SAP au niveau de commune /____/**
- **Informer et sensibiliser la communauté sur les problèmes majeurs /____/**
- **Informer les autorités communales en cas de crise rapide /____/**
- **Garder les informations au village /____/**
- **Autres à préciser /____/**

58. Quelle orientation ou formation avez-vous reçue du projet Nema ?

- **Orientation sur les rôles et responsabilités du groupe /____/**
- **Identification et suivi des indicateurs de déclenchement de crise /____/**
- **Autres à préciser /____/**

b. Votre point de vue sur la qualité de la formation/orientation:

59. Avez-vous besoin d’autres formations?

OUI /____/ NON /____/

b. Si OUI, en quoi?

60. Quels sont les équipements/outils dont vous disposez pour mener à bien vos activités ? :

- **Cahier SAP /____/**
- **Fiche/questionnaire /____/**
- **Pluviomètre /____/**
- **Autres à préciser /____/**

61. A part de ces outils, est-ce qu’il y a d’autres outils nécessaires ?

OUI /____/ NON /____/

a. Si OUI, lesquels?

62. En quoi la création de ce group GAP-RU vous a aidés ?

- **Connaître la quantité de pluie tombée dans mon village /____/**
- **Connaître les prix des denrées par mois /____/**
- **Connaître les prix des animaux /____/**

- **Autres à préciser /____/**

63. Quelles difficultés avez-vous rencontrées dans ce groupe ?

- **Aucune /____/**
- **Tenue régulière des réunions villageoises /____/**
- **Participation à la réunion SAP au niveau commune /____/**
- **Enregistrement des données dans le cahier/fiche /____/**
- **Autres à préciser /____/**

a. **Quelles solutions avez-vous trouvées?**

64. Avez-vous besoin d’autre appui du projet Nema pour renforcer la Sécurité Alimentaire et le bien-être de vos familles, y compris les enfants de moins de 5 ans?

OUI /____/ NON /____/

b. Si OUI, en quoi ?

65. Le projet Nema prend fin dans deux ans et demi. Y a-t-il des activités que vous comptez continuer après que le projet se retire ?

OUI /____/ NON /____/

c. Si OUI, lesquelles ?

66. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema ? [*Comment est-ce que le projet pourrait mieux vous appuyer ?]*

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: HEARTH

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….NOM DU GROUPE :……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

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[*Essayez de mettre le groupe à l'aise et d'encourager la franchise sans être trop formel. Assurez que les personnes clés du group sont présentes.*]

67. Pourquoi avez-vous décidé de participer au Foyer Hearth ?

- **Parce que l’ADC m’a demandé d’y participer /____/**
- **Parce que mon enfant a été dépisté malnutris /____/**
- **Parce que le relais m’a demande d’y participer /____/**
- **Ne sait pas /____/**
- **Autres à préciser /____/ :**

68. Qu’est-ce que vous avez appris au Foyer Hearth ?

- **A faire de la bouillie enrichie /____/**
- **Valorisation des aliments locaux /____/**
- **Hygiène /____/**
- **Rien /____/**
- **Ne sait pas /____/**
- **Autres à préciser /____/ :**

69. Quelles sont les actions d’hygiène que vous avez apprises lors des foyers ?

- **Lavage des mains /____/**
- **Hygiène corporelle /____/**
- **Hygiène alimentaire /____/**
- **Autres à préciser /____/ :**

70. Avez-vous besoin d’autres formations/orientations pour améliorer l’état nutritionnel et la santé de vos enfants de moins de 5 ans?

/____/ OUI /____/NON

c. Si OUI, en quoi?

71. Depuis que vous participez au Foyer Hearth, constatez-vous des changements/différences chez vos enfants de moins de 5 ans? [*Cherchez des exemples individuels à exploiter en profondeur à la fin de la séance.*]

/____/ OUI /_____/ NON

a. Si OUI : Lesquels ?

- **Gain de poids /____/**
- **Perte de poids /____/**
- **Meilleure santé /____/**
- **Autres à préciser /____/ :**

72. Quels sont les avantages d’appartenir à ce groupe ? [*On voudrait savoir quels bénéfices on tire du groupe*.]

73. Au cours des activités au Foyer Hearth, quelles difficultés avez-vous rencontrées ? [*On cherche par exemple à savoir si elles ont eu des problèmes de trouver le temps de participer plein temps.*]

b. Quelles solutions avez-vous trouvées?

74. Avez-vous besoin d’autre appui du projet Nema pour renforcer l’état nutritionnel de vos enfants ?

/____/ OUI /_____/ NON

c. Si OUI, en quoi ?

75. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema ?
[*Comment est-ce que le projet pourrait mieux vous appuyer ?]*

Fin de la séance : Remerciements au groupe.

GUIDE D'ENTRETIEN: RELAIS

CERCLE:…….……. COMMUNE :…….

VILLAGE :……..…….

DATE/____ /____ /_____/

NOM DE L'ENQUETEUR :……..

Introduction

Bonjour ! Mon nom est : _____ . Je suis ici dans le cadre du projet MYAP/NEMA financé par USAID. Le projet est mis en exécution par 5 organisations : Catholic Relief Services (CRS), Save the Children Federation Inc, Helen Keller International (HKI) et deux ONG locales : Caritas et Tassaght. Le projet NEMA est en train d'être mis en œuvre depuis plus de 2 ans dans votre zone. Dans le cadre de l'évaluation à mi-parcours du projet, je voudrais m'entretenir avec vous sur des questions relatives aux activités du projet en ce qui concerne la Sécurité Alimentaire et le bien-être de vos familles. Nous voudrions échanger avec vous sur certains points et recevoir vos suggestions. Ces informations seront utilisées pour mieux réorienter au besoin les actions que le projet est en train de poursuivre dans le cadre de la Sécurité Alimentaire dans votre village.

L'interview prendra un certain temps. Je vous serais très reconnaissant de bien vouloir me fournir le maximum d'informations et en toute sincérité. L'équipe du projet voudrait bien améliorer son appui et on compte sur vous pour donner des suggestions sur comment le projet pourrait mieux vous appuyer pour renforcer la Sécurité Alimentaire de votre communauté.

10. **Est-ce que vous pouvez me parler un peu de votre rôle et responsabilités en tant que relais communautaire ?**

11. Que savez-vous des activités du projet Nema ? (*Chercher à savoir s’il/elle travaille avec le projet et dans quelles activités.*)

12. L’année passée vous avez eu une formation en nutrition. Quels sont les thèmes que vous avez retenus ?

- **Allaitement exclusif jusqu’à 6 mois /____/**
- **Alimentation complémentaire: Après 6 mois, donne une alimentation riche et variée à l’enfant en plus du lait maternel. /____/**
- **Alimentation de la femme enceinte/allaitant : La femme enceinte / allaitant doit consommer plus de plats que d’habitude afin de couvrir ses besoins nutritionnels. /____/**
- **La femme enceinte doit utiliser le sel iodé. /____/**
- **Le fer : La femme enceinte/ allaitant doit consommer les aliments riches en fer. /____/**
- **Promouvoir la prise en charge des enfants malnutris et malades. /____/**
- **Vitamine A pour l’enfant et la femme enceinte /____/**
- **Autres à préciser /____/:**

13. Avez-vous besoin d’autres formations dans le domaine de la santé et la nutrition?

OUI /____/ NON /____/

b. Si OUI, lesquelles ?

14. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema ? [*Comment est-ce que le projet pourrait mieux appuyer votre communauté pour promouvoir la sécurité alimentaire et le bien-être des familles, surtout les enfants de moins de 5 ans* ?]

Fin de la séance : Remerciements au relais.

GUIDE D'ENTRETIEN: SILC

CERCLE:…….……. COMMUNE :…….

VILLAGE :…….NOM DU GROUPE :……

NOMBRE DE PERSONNES PRESENTES :……...

DATE/____ /____ /_____/ NOM DU RAPPORTEUR :…….

Introduction

Bonjour ! Mon nom est : _____ . Je suis ici avec mon collègue _____ . Nous sommes ici dans le cadre du projet MYAP/NEMA financé par USAID. Le projet est mis en exécution par 5 organisations : Catholic Relief Services (CRS), Save the Children Federation Inc, Helen Keller International (HKI) et deux ONG locales : Caritas et Tassaght. Le projet NEMA est en train d'être mis en œuvre depuis plus de 2 ans dans votre zone. Dans le cadre de l'évaluation à mi-parcours du projet, nous voudrions nous entretenir avec vous sur des questions relatives aux activités du projet en ce qui concerne la Sécurité Alimentaire et le bien-être de vos familles. Nous voudrions échanger avec vous sur certains points et recevoir vos suggestions. Ces informations seront utilisées pour mieux réorienter au besoin les actions que le projet est en train de poursuivre dans le cadre de la Sécurité Alimentaire dans votre village.

L'interview prendra un certain temps. Nous vous serions très reconnaissants de bien vouloir nous fournir le maximum d'informations et en toute sincérité. L'équipe du projet voudrait bien améliorer son appui et on compte sur vous pour donner des suggestions sur comment le projet pourrait mieux vous appuyer pour renforcer la Sécurité Alimentaire et le bien-être de toute la famille, surtout les enfants de moins de 5 ans.

[*Essayez de mettre le groupe à l'aise et d'encourager la franchise sans être trop formel. Assurez que les personnes clés du group sont présentes.*]

76. Votre groupement a été mis en place par qui ?

- **ADC /____/**
- **Animateur Villageois /____/**

77. Pourquoi avez-vous crée votre groupement ? (*Enquêter : Cherchez la ‘raison d’être’ de leur groupe, leur(s) objectif(s) commun(s).*]

- **Acheter un moulin /____/**
- **Faire des dons au Centre de Santé /____/**
- **Améliorer les revenus /____/**
- **Autres à préciser /____/**

78. Quelles sont les activités que vous faites au sein de votre groupement ?

- **Tenue de réunion /____/**
- **Epargne /____/**
- **Octroi de crédit /____/**
- **Cotisation pour le fond social /____/**
- **Autres à préciser /____/**

79. Quelles orientations ou formations avez-vous reçue du projet Nema ?

[*Enquêteur : Cherchez les thèmes suivants*]*:*

- **7 modules SILC /____/**
- **Formation en nutrition et santé de l’enfant moins de 5 ans et de fa femme enceinte/allaitante /____/**
- **Alphabétisation /____/**
- **Autres à préciser /____/**

c. Que pensez-vous de la qualité de ces formations/orientations ?

80. Avez-vous besoin d’autres formations?

OUI /____/ NON /____/

d. Si OUI, en quoi?

81. Depuis que le groupement a été crée, quels changements/différences constatez-vous dans vos vies? [*Cherchez des exemples individuels à exploiter en profondeur à la fin de la séance.*]

82. Quels sont les avantages d’appartenir à ce groupement ? [*On voudrait savoir quels bénéfices on tire du groupe.*]

- **Crédit accessible et discret /____/**
- **Le fond social pour les cas sociaux /____/**
- **La solidarité /____/**
- **Autres à préciser /____/**

83. Quelles difficultés avez-vous rencontrées dans ce groupement ?

- **Conflits entre les membres /____/**
- **Cas de viol de la caisse /____/**
- **Non-remboursement de crédit /____/**
- **Abandons des membres /____/**
- **Autres à préciser /____/**

c. **Quelles solutions avez-vous trouvées à ces problèmes?**

84. Avez-vous besoin d’autre appui du projet Nema pour renforcer la Sécurité Alimentaire et le bien-être de vos familles, y compris les enfants de moins de 5 ans ?

OUI /____/ NON /____/

a. **Si OUI, en quoi ?**

85. Quelles suggestions ou recommandations avez-vous pour l’équipe du projet Nema ? [*Comment est-ce que le projet pourrait mieux vous appuyer* ?]

<u>Pour les groupements libérés</u> **:**

86. A combien de semaines êtes-vous après la libération ? _____ semaines

87. Est-ce que vous vous sentez capables de fonctionner sans l’ADC ?

OUI /____/ NON /____/

a. Si NON, pourquoi pas ?

88. Comptez-vous continuer avec les activités SILC ou autres activités après le retrait du projet ?

OUI /____/ NON /____/

d. Si OUI, lesquelles ?

e. Si NON, pourquoi pas ?

Pour les groupements qui ont suivi la formation en AEN (nutrition)

1. **Récemment vous avez participé dans une formation sur la nutrition et la santé de l’enfant de moins de 5 ans et de la femme enceinte et allaitante. Est-ce que vous pouvez me dire quelques messages et conseils que vous avez entendus ?**

   - **Allaitement immédiat après l’accouchement /____/**
   - **Allaitement exclusif jusqu’à 6 mois /____/**
   - **Après 6 mois, donnez des aliments complémentaires /____/**
   - **Alimentation de l’enfant malade /____/**
   - **Alimentation de la femme enceinte/allaitante /____/**
   - **Lutte contre les carences/Consommez aliments riches en vitamine A (enfants, femmes enceintes et allaitantes) /____/**
   - **Consommez le sel iodé /____/**
   - **Lutte contre l’anémie/Consommez aliments riches en fer /____/**
   - **Signes de la malnutrition chez les enfants /____/**
   - **Hygiène de l’enfant /____/**
   - **Hygiène autour des points d’eau /____/**
   - **Préparation de *keneya dji* /____/**
   - **Autres à préciser /____/**