



CARE International in Mali

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LOCAL ORGANIZATION CAPACITY BUILDING PROJECT (RECOL)

January – December 2002 report
(CA # 624-A-00-97-00087-00)
District of Djenné

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LIST OF ABBREVIATIONS AND ACRONYMS

AEDM:	Evangelic Agency for Sustainable Development
AFEED:	Association of literacy outreach agents in Djenné District
AOPP:	Association of Vocational Farmer Organizations
APE:	Association of Parents of Students
APSRU:	Association for the Promotion of the Rural and Urban Sector
ASACO:	Community Health Association
ASF:	Farmers without Borders
CA:	Community Assistant
CCGRN:	Natural Resource Management Communal Committee
CDV:	Village Development Committee
CO:	Community Organization
CRRRA:	Regional Agricultural Research Center
CSCOM:	Community Health Center
CSO:	Civil Society Organization
DAD:	Delta Agricultural Development Project
DG:	Democratic Governance
ERAD:	Research and Support Team for Development
GRAT:	Research and Technical Assistance Group
GRID:	Development Initiatives Research Group
HLS:	Household Livelihood Security
JKS:	Jama Ka Kalan So
MJT:	Musow Ka Jigiya Ton (Savings and credit system)
OMAES:	Save the Children in the Sahel
PADI:	Integrated Development Partners
PVO:	Private Voluntary Organization
SANREM:	Sustainable Agricultural and Natural Resources Management
SLACAER:	Local Office for Advice, Development, and Rural Equipment
SLGRN:	Natural Resource Management Local Structure
UNICEF:	United Nations Children's Fund

I. Introduction

Initiated in October 1997, the Local Organization Capacity Building project (RECOL) is one of four projects of the consolidated program of "Household Livelihood Security (HLS) and Institutional Capacity Building in Mopti Region and Macina District." This program is financed under a cooperative agreement (Award # 624-A-00-97-00087-03) with USAID.

RECOL's focus is in the area of local organization institutional capacity building. The overall objective assigned to this component of the consolidated program is:

To improve the capacity of 100 local organizations in Mopti Region and Macina District to identify and meet the needs of their members and beneficiaries by 2002¹.

In order to attain this overall objective, RECOL committed itself to meet the following intermediate objectives:

1. **Partner organizations in the target communes are effective partners in Democratic Governance (DG), including development decision-making and planning;**
- 2a. **Partner organizations are engaged in democratic self-governance;**
- 2b. **Partner organizations are engaged in civic action in local level and beyond;**
3. **Partner organizations efficiently represent the interests of their members;**
4. **The enabling environment reinforces the strength of target community organizations, intermediary NGOs, and federations.**

This report covers the period from January to December 2002. RECOL activities revolved around the development and implementation of the project withdrawal strategies in the first six months, and then the development and implementation of a strategy for the nine-month extension phase from October 2002 to June 2003.

More specifically, the principal RECOL activities in the period were:

- The usual training/advice sessions aiming to improve the performance of partner COs, in accordance with the result indicators of USAID DG Strategic Objective;
- Debriefings of survey results on their 2001 performance compared to the DG indicators for the 160 partner organizations;
- Updating of the classification of partner COs according to their performance level. This classification, which has proved its usefulness, is carried out based on DG data collected periodically from partner COs. Its objective is to better orient intervention strategies and reinforcement actions to be taken for each category of CO. It is carried out based on a scale with four steps that classifies each of the COs according to its performances in DG;
- Collection of DG baseline data on COs for the RECOL extension phase.
- Final evaluation of the RECOL, DAD, and PSCK projects as required by the contract.

¹ A nine-month extension of RECOL began in October 2002. In compliance with the contractual clauses, this overall objective is reformulated as follows: **Improve the capacity of 160 local organizations in Mopti Region and Macina District to identify and meet the needs of their members and beneficiaries by June 2003.**

- Continuation of subcontracting with national NGOs under the extension of RECOL activities in Macina and Koro;

The period was also marked by the implementation of the 2003-2007 Long-Range Strategic Plan of CARE Mali, in which the regionalization of sub-offices is a priority. In this framework, as in other regions, a regional team made up of the project managers in the region and support unit managers has been set up in Mopti. Moreover, a strategy for Mopti Region is being finalized.

II. Results of USAID – Mali DG Strategic Objective

The results for the DG Strategic Objective reported below are based on data collection conducted in July 2002 with partner organizations. These data serve simultaneously as final data on the original RECOL project and baseline data for the project extension.

The population for this study was the 160 RECOL partner organizations including:

- 10 national NGOs;
- 09 Federations ;
- 141 baseline COs.

PERFORMANCE RESULTS CIVIL YEAR 2001

Performance Indicators	Baseline	CY 1998		CY 1999		CY 2000		CY 2001		CY 2002			Target through June 2003
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Comments	
03: Community organizations in target communes are effective partners in democratic, including development decision-making and planning													
Local organizations are engaged in partnership with CARE Mali program (number)	15	40	40	74	76	100	118	100	160	100	160 ²	141 Ocs, 10 ONGs, 9 Fed.	159
Target community organizations are forming partnerships with local government service delivery (number)	6	20	9	40	36	50	35	60	66	65	59		80
Community organizations expanding their development services and activities (number)	0	10	7	20	12	40	59	40	77	65	104		80
Target communes in which target COs adopt civic action practice (%)	0	NA	NA	NA	12/28 (43%)	2	28/28 (100%)	NA	39/39 (100%)	NA	100%	12 communes de Djenné, 11 de Macina et 16 de Koro	NA
Community organizations have affected two or more development decisions (number)	2	5	3	10	5	10	41	25	66	45	76		65
Regional or national government decisions which target intermediary NGOs or federations and their community organization members and partners have changed	0	0	1	0	2	1	4	1	7	2	7		NA
Target communes in which new community organizations formed during the last year	0	NA	NA	NA	12	3	12	NA	39	NA	39		NA
Target community organizations govern themselves democratically (number)	8	15	17	40	33	50	76	60	109	70	112		130
Target community organizations have sound management practices (number)	7	15	14	40	40	50	68	60	98	70	52		120
Target community organizations mobilize non-USAID, non-member resources (number)	3	15	9	10	25	25	47	35	64	40	133		100
Mixed-gender community organizations have women in leadership positions (number)	3	5	20	20	40	25	68	30	86	35	55		100
Target community organizations pursuing civic action (number)	11	15	19	40	37	50	71	60	126	70	107		126

¹ RECOL adopted a partnership strategy involving four projects of CARE, with sub-contracted national partner NGOs responsible for the capacity building of baseline COs in the RECOL intervention zone. The results of these sub-contracts are taken into account in RECOL's results. This is why the target is exceeded by 60%. This category of baseline CO (60 in total) represents 38% of the total number, and is divided among APEs (28) supervised in the past by PADI, (currently by ASSAFE) for the JKS project in Macina, SLGRNs (22) supervised by the AEDM/ERAD Consortium for the Segué project in Koro, and GUIREYAAWE Group (10) supervised by ASF in Koro.

Performance Indicators	Baseline	CY 1998		CY 1999		CY 2000		CY 2001		CY 2002			Target through June 2003
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Comments	
Target community organizations pursuing effective civic action (number)	2	5	9	10	11	25	37	35	65	40	52		NA
IR-3.1.1 Malian intermediary NGOs and federations support COs' democratic self-governance and civic action.													
Community organizations report that they made organizational changes and/or used at least one of the new skills in which they were trained (number)	13	NA	31	NA	35	40	72	NA	110	NA	90		95
IR-3.1.1.1 & 3.1.2.1 The capacity of target Malian intermediary NGOs and federations is strengthened.													
Target federation and NGOs which govern themselves democratically (number)	0	7	0	9	9	11	14	13	15	15	17		18
Target groups have sound management practices (number)	0	7	0	9	6	11	16	11	17	15	13		18
IR-3.1.2 Target federations and intermediary NGOs effectively represent community organizations' interests at the local level and beyond.													
Target community organizations reporting that their interests are effectively represented by at least one NGO or federation (%) [new formulation as of FY 1999]	0	7	0	9	20/50 (40%)	11	65/99 (66%)	13	122/ 141 (87%)	15	87%		122
Federations of COs are formed to address specific concerns related to government decisions (number)		NA	NA	NA	5	2	6	NA	20	NA	20		NA
Target federations have stable or increasing membership (number)	8	7	7	9	12	11	18	13	18	15	18		8
Target federations and intermediary NGOs using civic action techniques (number)	4	NA	7	10	10	12	14	14	17	14	17		18
IR-3.3 Enabling environment: empower target COs and intermediary NGOs and federations.													
Target community organizations are knowledgeable about their rights and obligations vis à vis local government (number)	0	21	27	42	46	42	98	NA	130	NA	130		NA

As stated in the 2001 report, the targets have been reached and often exceeded. As agreed upon with USAID, emphasis will be put on the different intermediate results for each category of target. Diagrams appearing later in this report illustrate the degree of achievement of targets on the various required indicators.

Based on the 2001 results and in order better to target its interventions, RECOL carried out the classification of partner COs using a scale designed by CARE to this end. Results are summarized as follows:

Table 2: Classification of RECOL partner COs according to the 2001 results

	Level 0 (L0)	Level 1 (L1)	Level 2 (L2)	Level 3 (L3)	Total
Criteria	Neither democratic self-governance nor sound management	Democratic self-governance and/or sound management	Democratic self-governance and sound management + 1 to 3 other indicators	Democratic self-governance and sound management + 4 other indicators	
Baseline COs	12	53	0	76	141
Federations	3	2	3	1	9
NGOs	0	1	0	9	10
Total	15	56	3	86	160

These results helped RECOL to identify a strategy and results to be reached by September 2002 for each category, specifically:

- Consolidate the gains of good functionality of the 86 level 3 partner COs in connection with DG indicators on the basis of discussion with them after the debriefing of the survey results.
- Bring at least 28 level 1 or 2 partner organizations to a good functionality level, i.e., to level 3, through participatory, consultative planning.
- Intervene only in case of specific requests by any of the 15 level zero COs after debriefing of the results of the DG survey.

It must be pointed out that the implementation of this strategy is based on a results debriefing and validation process by the monitoring/evaluation unit of CARE in conjunction with partner COs. The monitoring/evaluation unit first reports the detailed results of the DG surveys to RECOL project staff, who carry out classification according to the required indicators. Second, RECOL staff organize results debriefing/validation sessions for CAs from RECOL and other projects of CARE, the COs of which will be taken into account by RECOL. Then, CAs use visual tools in the form of diagrams to present to each of the COs, in board meeting or General Assembly. They show its status on each DG indicator and thus reveal their weaknesses and strengths by indicator as well as their position along the CARE classification scale. Finally, when the CO validates these results, the intervention strategy applicable to the case of the CO is presented and discussed in order to identify the actions to be taken to raise or maintain the CO's performance level.

Given that the nine-month extension aims to consolidate gains, the same process was initiated from the results of the DG surveys conducted in July. Currently results debriefing and validation is being conducted with all partner COs.

Table 3 compares results in December 2001 and July 2002 in terms of CO performance classification.

Comparison of the results of the December 2001 and July 2002 classification

Based on Table 3, one notices that the level 0 COs were almost cut in half, from 15 to 8. This could be due to the above-mentioned strategy. Moreover, level 2 is almost non-existent, because partner COs have acquired capacity and have leapfrogged to the top of the classification scale. Indeed, the most notable change is the dramatic increase in the number of level 3 COs.

Table 3: Comparison according to classification criteria

	Level 0		Level 1		Level 2		Level 3		Total	
	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002
Baseline COs	12	6	53	34	0	0	76	101	141	141
Federations	3	2	2	3	3	1	1	3	9	9
NGOs	0	0	1	1	0	1	9	8	10	10
Total	15	8	56	38	3	2	86	112	160	160

Nevertheless, it is worth noting that the large number of COs in level 3 masks significant differences even within this category. In RECOL's final report next June, we look forward to applying a more nuanced version of CARE's classification system to break down this category and look at the challenges of sustaining and continuing progress in capacity and performance once a reasonably high level has been attained.

III. Narrative Report

3.1. Progress Toward The Attainment Of Results

In this section, the report of activities planned by RECOL for the period of January to December 2002 will be presented, as well as the qualitative results recorded according to performance indicators for each intermediate objective. These results will be supplemented with a retrospective analysis of major trends observed over the five years.

3.1.1 RECOL Activity report from January to December 2002

The following table gives the implementation status of RECOL activities from July to December 2002. As this report is drafted in advance, the status so presented is that of mid-November 2002.

Table 4: Implementation status of RECOL activities

INTERMEDIATE RESULTS	PLANNED ACTIVITIES	ACTIVITIES ACHIEVED	DIFFERENCES
Intermediate Objective 1: Partner organizations in target communes are effective partners in Democratic Governance, including development decision-making and planning;			
80 COs have a good partnership with local authorities in the area of service delivery.	1.1. Develop training material in local languages and train COs in planning local development.	The module in Bambara is being edited	Training of COs on the planning of communal development
	1.2. Broadcast messages on radio to promote participation in the planning and implementation of communal development.	Negotiations being conducted with the local radio for the broadcasting of messages on participation in local development	Public discussions and radio broadcasts
	1.3. Organize meetings to solve development problems between local elected officials and COs. (promote local development dialogue)	Presentation of the project extension phase to COs and communal officials of the 12 communes of Djenné and Koro Commune.	- Identification of 5 target communes - Facilitation of meetings between COs and communal elected officials

INTERMEDIATE RESULTS	PLANNED ACTIVITIES	ACTIVITIES ACHIEVED	DIFFERENCES
	1.4. Coordinate the participation of the project staff, partner NGOs, and COs in the local development networks.	Negotiations being conducted with AOPP for the information of partner COs.	- Participation of COs in the GA of AOPP - Information meeting of Djenné COs by AOPP - Identification of other LD networks
Intermediate Objective 2 a) Partner Organizations are engaged in democratic self-governance			
130 COs govern themselves democratically.	2a.1. Continue the training and information of target COs with DG tools.	- Prepare training sessions of COs in DG literacy - Debriefing of the results of the DG surveys for 126 COs - CO action plans being developed	- Debriefing of the results for 15 COs - Finalizing of CO action plans
	2a.2. Technical assistance for target COs on the principles and practices of democratic governance.	Discussions with the Djenné central APE federation and Djenné CAP for the dissemination of the revised statutes of APE structures.	
	2a.3. Organize exchange visits between level 1 COs and level 3 COs.	CO action plans being developed	
120 COs have sound management practices.	2a.4. Train COs in strategic planning.	Training sessions being prepared.	
	2a.5. Train COs in the use of accounting tools and resources.	- Editing of the user guide of the CO management documents in Bambara and Fulfulde - CO action plans being developed	
	2a.6. Train village trainers on management supports.	Negotiations being conducted with village trainers and CO officials	
	2a.7. Reactivate supervision committees.	CO action plans being developed	
	2a.9. Technical assistance in the development of financial reports and activity reports and observe their presentation to the general assembly.	- CO action plans being developed - Advice to 10 COs in the development of financial reports	
	2a.10. Develop and publish numeracy tools in literacy integrating financial management techniques.	A module being designed and translated in Bambara on numeracy tools integrating financial management.	Editing and dissemination of the module
	2a.11. Train and support COs in the use of conflict prevention and management tools and procedures.	CO action plans being developed	
	2a.12. Translate the SEP guide in local language	Translation of the SEP guide finalized in Bambara; it is being translated into Dogon	Finalizing of the translation of the guide into Dogon
100 mixed COs with women at leadership positions	2a.12. Train and support COs in the institution of participatory M&E	CO action plans being developed	
	2a.13. Training in gender and women leadership for COs.	CO action plans being developed	
	2a.14. Public discussion on gender.	Development of the scope of work	Organization of the conference/ discussion on gender

INTERMEDIATE RESULTS	PLANNED ACTIVITIES	ACTIVITIES ACHIEVED	DIFFERENCES
95 COs report that they have made organizational changes and/or used one or more of the techniques in which they have been trained.	2a.15. See activities from 2a.1 to 2a.3		
18 Intermediary NGOs and target Federations govern themselves democratically.	2a.16. TA for federations and NGOs to organize monitoring and coordination visits with the members composing them.	Activities being planned with all federations and NGOs.	
	2a.17. TA for federations for the adoption of DG principles and practice.	Action plans being developed by federations	
18 NGOs and target federations have sound management practice.	2a.18. TA for federations and NGOs for a better use of accounting tools and supports.	Federation and NGO action plans being developed	
	2a.19. Train and support federations in strategic planning.	Federation and NGO action plans being developed	
	2a.20. Reactivate federation supervision committees.	NGO and federation action plans being developed	
	2a.21. Technical assistance for federations in the development of financial reports and activity reports and check their presentation to the general assembly.	Federation action plans being developed	
	2a.22. Train and support NGOs and federations in the use of conflict prevention and management tools and procedures.	<ul style="list-style-type: none"> - Development of NGO and federation action plans - Resource-persons being identified 	
122 target COs report that their interests have indeed been taken into account by NGOs and federations.	2a.23. Support federations in the dissemination of statutes with constituent members.	Discussions with the Djenné Central APE federation and Djenné CAP to disseminate the revised statutes of the APE structures.	<ul style="list-style-type: none"> - Dissemination of statutes - Planning with other federations and NGOs
	2a.24. TA for federations and NGOs in the identification of legal and political constraints to their efficiency.	Activities being planned with NGOs and federations	
	2a.25. Continue subcontracting partnerships with national NGOs.	Partnership protocols with ASF NGO, AEDM/ERAD and ASSAFE have been renewed for the institutional capacity building of RECOL partner COs in Koro and Macina	

Intermediate Objective 2 b): Partner organizations are engaged in civic action in the local level and beyond.			
65 COs have affected two or more development decisions.	2b.1. Develop the training manual in advocacy in local languages and carry out training.	The module on advocacy is translated into Bambara	Editing and dissemination of the partner CO training module
	2b.2. Serve as intermediary in the negotiations between four women COs the most advanced and their communal officials (Djenné and Dandougou Fakala)	The factors blocking the participation of women in communal decision-making with the women COs of Djenné and Dandougou Fakala being identified	
126 COs continue civic action.	2b.3. Organize training and provide TA in advocacy and effective civic action.	CO action plans being developed	
	2b.5. Organize workshops specific to the sectors on the legal and political framework of the different types of COs.	Negotiations being conducted with the Djenné central APE federation for the organization of a specific APE workshop	- Discussions with ASACOs for the organization of workshops - Holding of sector workshops
18 intermediary NGOs and federations use (non-cumulative) civic action techniques	2b.6. Train federations and NGOs in advocacy and civic action techniques.	Activities being planned with NGOs and federation.	
Intermediate Objective 3: Partner organizations efficiently represent the interests of their members.			
80 COs have extended their development.	3.1. Identify opportunities for diversifying the services and activities of COs.	Opportunities identified for the planned 50 COs	
	3.2. Train and help COs to meet the needs to carry out new services and activities.	Training being planned	
	3.3. Facilitate dialogue within and between the six COs in the commune of Nemabadenya Kafo regarding the inclusion of the most vulnerable members in the organization.	Identification of factors blocking the participation of the most vulnerable members in the associative life of the commune of Nemabadenya kafo	Organization of an exchange workshop on the participation of the most vulnerable people
	3.4. Introduce MJT in 18 partner women COs.	- Explanation of the MJT approach in 18 women COs - Start of 3 MJT groups in 2 women COs	Groups being set up in 16 women COs
90 COs mobilize non-USAID and non-member resources.	3.5. Assist COs in the identification and management of income generation.	OC action plans being developed	
	3.6. Serve as an intermediary in the relations between COs and potential financing sources.	- 2 COs have acquired an external financing - 50 COs are being prepared for a contract with potential donors	
	3.7. Design a module in national language and train COs in project design.	- CO action plans being developed - Module being developed	Finalizing of the module scheduled for early January 2003
	3.8. Train COs in negotiation techniques.	SOW for the selection of the trainer being developed	Finalizing of the SOW scheduled for early January 2003
Eight federations have a stable or increasing total number	3.9. Finance the broadcasting on the role of federations and NGOs.	Activities being planned with NGOs and federations.	
Intermediate Objective 4: The enabling environment reinforces the power of partner organizations.			
See above activities 1.3, 1.4, 2b.2 and 3.3			

3.1.2 Results by Intermediate Objective

3.1.2.1 Intermediate Objective 1:

Partner organizations in the target communes are effective partners in Democratic Governance, including development decision-making and planning

In this period, the communication established between RECOL and partner COs from the institutional development plan helped to support them and guide them in the development and negotiation of formal partnerships with other stakeholders for the satisfaction of the needs of their members. The following cases are illustrative:

- ASACOs of Taga, Mourrah, and Gomitogo have each established a partnership with UNICEF for the improvement of maternal and child health services. For example, the ASACO of Taga took advantage of this partnership to obtain a canoe to facilitate the movement of the CSCOM agent for vaccination activities in the flood period. This should improve the vaccination coverage in the health area.
- Djiguinè's Benkadi association opened a bank account at Kondo Jigima under the food storage credit being tested by DAD. This will help to create confidence between this association and the bank and opens the possibility of obtaining a loan to finance the storage credit.
- Taga's APE is collaborating with OMAES for school construction. OMAES financed the construction of 3 cement classrooms. These classrooms are currently operational.
- Gomitogo's APE is constructing 3 cement classrooms in partnership with OMAES.
- The Koumana Women's Association is in partnership with the Program for the Development of Poultry Farming in Mali (PEDAM) in order to promote poultry farming, one of the main profit-making activities of its members.
- The Madiama Women Association set up a partnership with its commune for the cleaning of the public square for a cost of 1,250 CFA francs per week;
- The partner NGO « Mission Sahel » signed a partnership contract with the Malian State under its AIDS and STI control program ("One commune, one NGO"). Currently Mission Sahel is implementing this program in the communes of Djenné and Ouro-Aly.
- For the strengthening of its technical capacity, Sabunyuma women CO of Yoboukaï in Djenné established a partnership with the Djenné Economic Interest Group Yiriwa Sira;

Other COs are in advanced negotiation for the establishment of partnership links with stakeholders. For example:

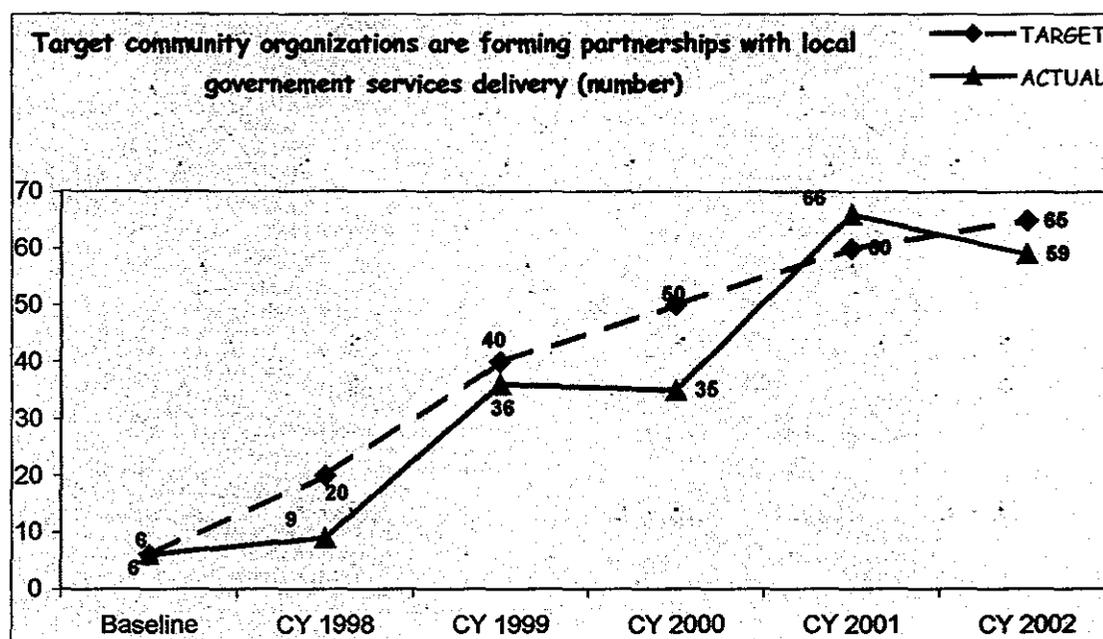
- Demissinbolo women's CO in Djenné contacted the Canadian Fund of Local Initiatives for the financing of its income generating activities.
- The Djenné Cattle Trader Association established contacts with Helvetas for the building and furnishing of a cattle market.
- The Koumana Women Association is in contact with the national NGO "Research Development Initiative Group" (GRID) in hopes of obtaining a grant to strengthen its income generating activities (which it started with support and peer mentoring from the Taga women's coordination);
- The Multi-functional Women's Cooperative in Djenné is currently negotiating with BNDA a

partnership to promote a women's savings and loan system.

- 3 MJT (CARE's women's savings generation system) groups are operational in Taga and Konio thanks to the introduction of the savings and credit system put into place by RECOL in 18 women's COs in Djenné District.

In connection with this intermediate objective, the following diagram traces the development of partner COs from 1997 to July 2002.

Figure 1: Development of the performance of partner COs (baseline COs, federations and NGOs) according to the partnership development indicator from 1997 to 2002



Based on Figure 1 we can see that the number of COs that developed a productive partnership has been uneven as a whole and somewhat below the projections until 2001 when it went up before dropping slightly in 2002. One of the reasons for this situation is that the calculation was done in July 2002 or three months before the end of the planned period. Moreover, results are not cumulative from one year to the next. Consequently, COs that have already demonstrated productive partnerships may have already satisfied the most pressing needs of their members. It is thus worthwhile to look at this indicator in both a cumulative and year-by-year manner.

3.1.2.2a Intermediate Objective 2a:

Community organizations are engaged in democratic self-governance.

In connection with this intermediate objective, RECOL recorded tangible results, fruits of its formal and informal training in DG. The following examples are illustrative of this and add flesh to the bones of the good quantitative results recorded during the data collection of December 2001 and July 2002:

- Taga ASACO held an extra, out-of-cycle General Assembly to give a ruling on the fund embezzlement case of the manager of its Community Health Center (CSCOM). At the end of these stormy discussions, delegates democratically made the decision to make the manager reimburse the embezzled funds, in conformity with the ASACOs by-laws.
- The Taga APE renewed its board in pursuance with the legal provisions. At the end of this

process the chairwoman was reelected for a second term, while three new women were elected.

- The Benkady Association of Pondori held its annual general assembly to present its report and discuss future arrangements for better governance of the organization.
- In Koro, 6 SLGRNs conducted and completed the strategic planning process that they started following the training provided by the AEDM/ERAD Consortium, in partnership with the Segué project. Final documents will be shared soon.
- The Syn Farmer Association also renewed its board in compliance with the legal provisions of the organization;
- In Madiama in view of the CCGRN board renewal, the board members, whose terms ended at end of November, undertook a large public consultation process at two levels:

1) Consistent with its bylaws, an information, awareness-building, and mobilization campaign in ten (10) villages to ensure mass participation in the process must start with the renewal of village committees (VCMNR).

2) In order to establish the criteria based on which the community will select their future representatives to the communal body (CCGRN), work sessions were organized among the actors directly involved in the SANREM project (CCNMR, CRRA, CARE).

To these examples must be added the reactions of partner COs during the debriefing of the results of the DG surveys. This energized reaction is particularly noticeable among the level 1 and 0 COs. The case of the Goro APE in Macina that immediately mobilized to get its official recognition ("recipissé") after the debriefing is typical.

The evolution of partner COs, NGOs and federations with regard to democratic self-governance can be shown as follows:

Figure 2: Development of COs according to the democratic self-governance index from 1997 to 2002

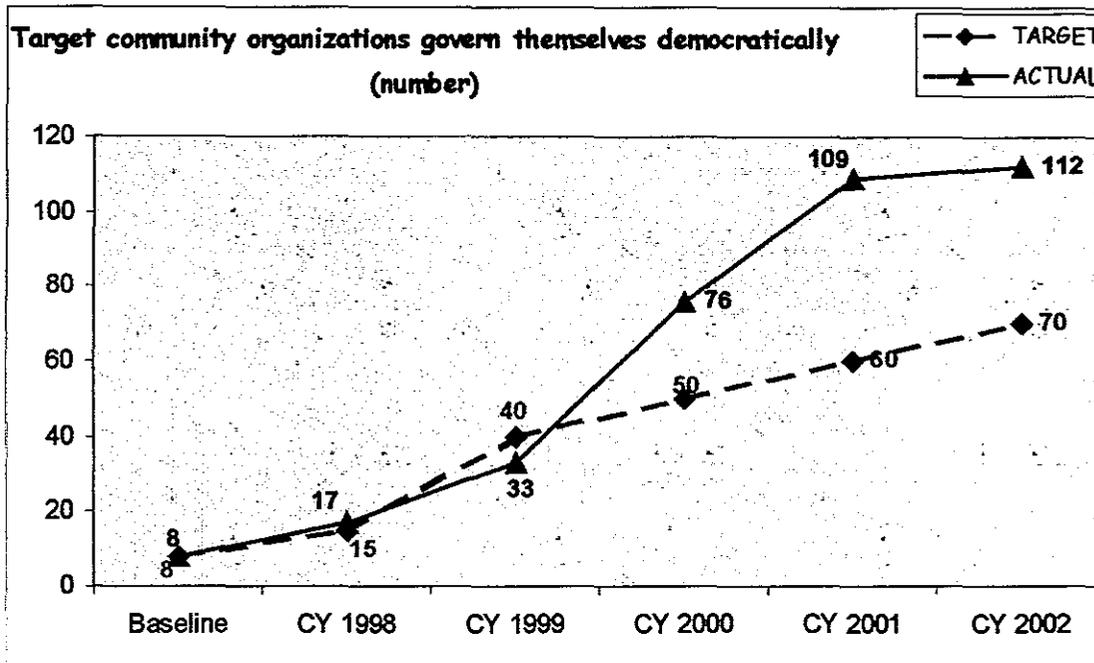
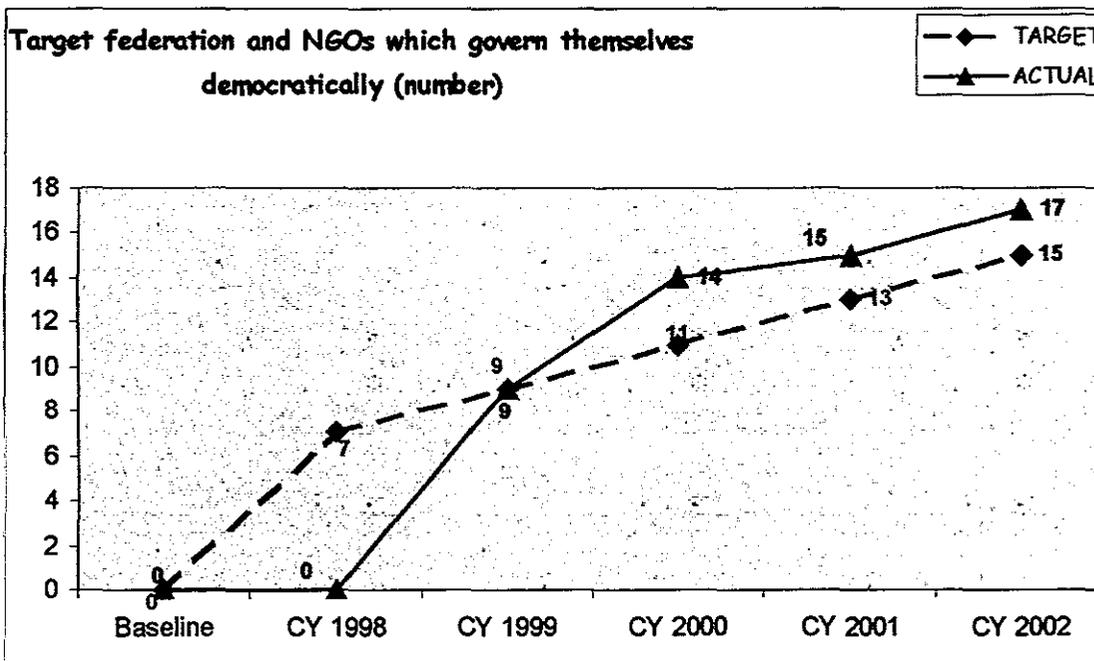


Figure 3: Development of the performance of NGOs and federations according to the democratic self-governance index from 1997 to 2002



Figures 2 and 3 show that with regard to democratic self-governance, the trends were always positive, though progress was slow before 1999. But this makes sense, as values and behaviors with respect to democratic governance are slow to take root and bloom. Moreover, before 1999, the project did not have any national partner NGOs. From this 1999 on, with the pilot program of partnership with national NGOs, the project clearly improved and maintained the positive results.

Figure 4 displays the evolution of CO performance with respect to sound and effective management. Figure 5 does the same for NGOs and federations.

Figure 4: Development of the performance of COs according to the Sound and Efficient Management index from 1997 to 2002

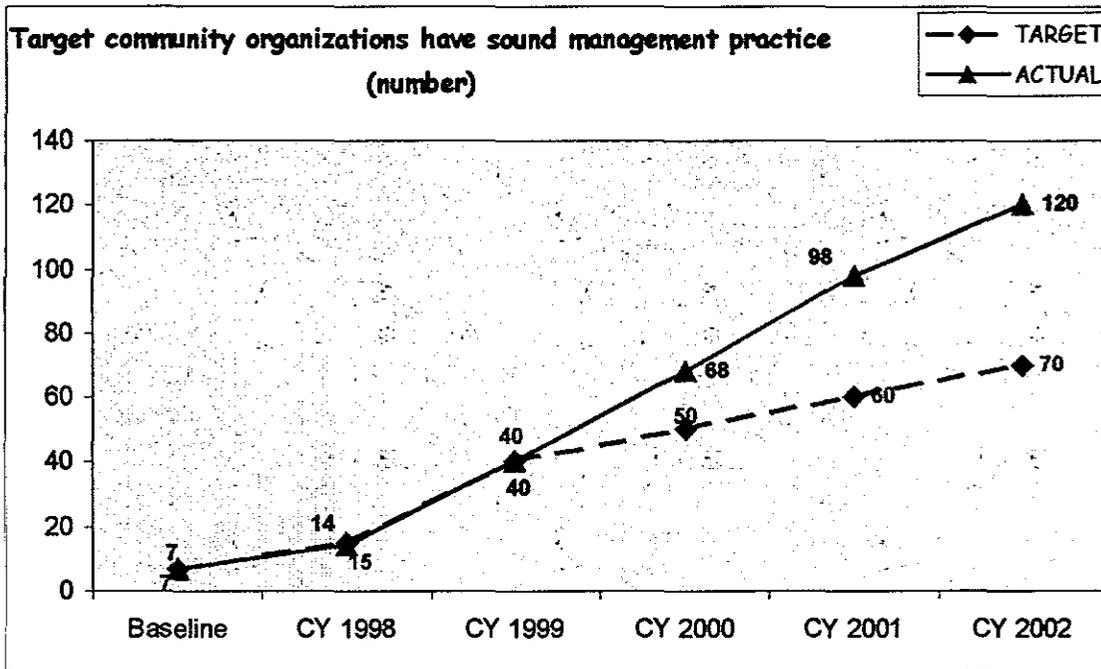
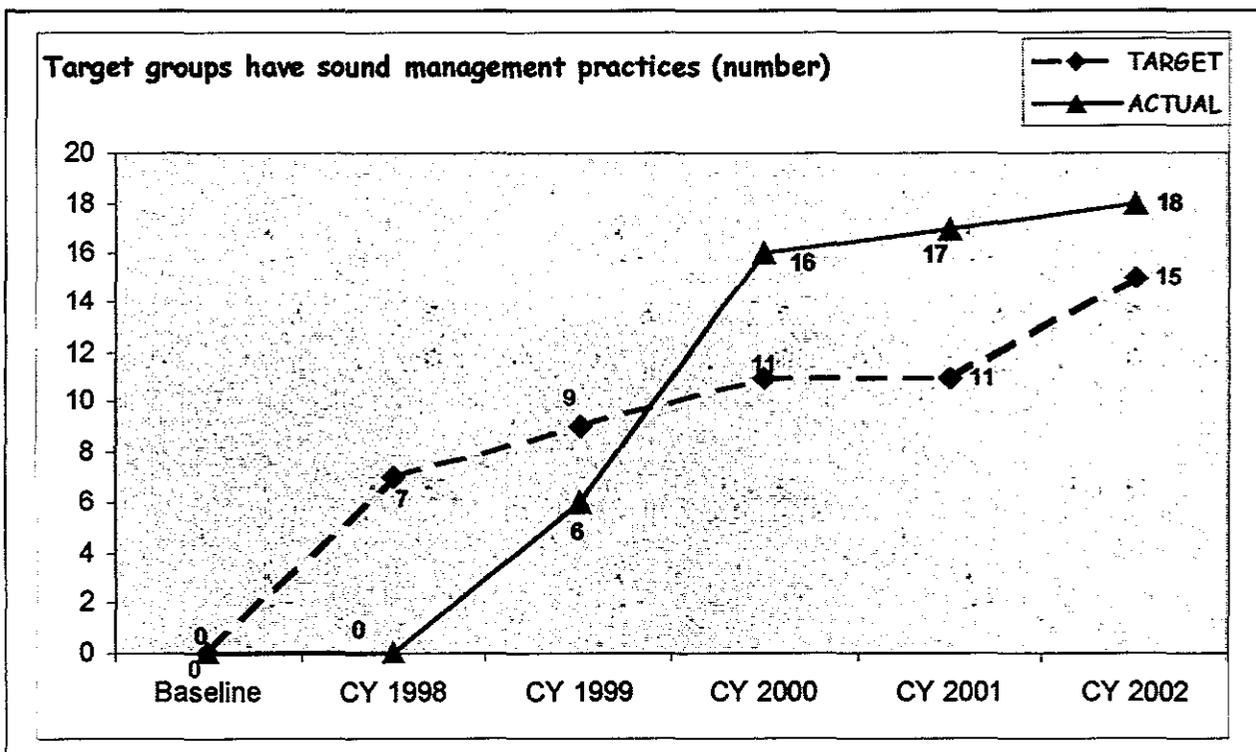


Figure 5: Development of the performance of NGOs and federations according to the sound and efficient management indicator from 1997 to 2002



As displayed in Figure 4, the sound management performance of CARE's partner COs began solidly and steadily gained momentum. It must be noted that CARE began this project piloting innovative approaches to institutional strengthening and thus began its activities working with relatively few CO partners. As time passed and our approaches proved their mettle, we expanded their application to an ever-larger pool. Consequently, the 2002 results far exceed our original targets.

Figure 5 shows our results promoting sound management practices with our NGO and federation partners. CARE is in a transition mode, working more and more with local intermediary partners. Consequently, we began the project period with very few such partners but showed consistently solid results once we began those aspects of the project. Over the life of the project, we have exceeded the promised results here as well.

3.1.2.2b Intermediate Objective 2b:

Partner organizations are engaged in civic action in the local level and beyond.

Brimming with confidence springing from newly-acquired skills vis-à-vis rights and duties from training and guidance received from RECOL and the support of members, COs continue to conduct well-thought-out and more-effective civic actions. Among them, let us highlight three good examples:

- A RECOL-partner Madiama CO was successful in convincing their communal council to invite them to CCGRN meetings on communal environmental issues. The partnership protocol signed between the two institutions is a testament to the persistent and convincing efforts of the organization.
- The Djenné Fishermen's Cooperative, in concert with other civil society organizations in Djenné, succeeded in getting the construction of the dam planned by the Malian Government upstream from Djenné on the Bani River in Talo (Segou Region) postponed. This dam would be harmful for the riparian populations downstream. We should note that the negotiations initiated by the cooperative with OMAES for an advocacy campaign have stalled for reasons that are not yet clear. CARE continues to follow the progress of this important effort.
- The Hamfendu Women's Association in Djenné succeeded in obtaining a vegetable production plot from the authorities of the City of Djenné. This successful result was the product of a long advocacy process. This plot is being made productive with an investment of about 300,000 CFA francs for fencing and the digging of wells. Given the need for a costly metal fence and the limited resources of the association, they succeeded in gaining support from CARE and USAID. USAID provided financial support (through APROFA) to carry out the development, furnishing, and enclosure of the plot. The funding also permitted the association to put fencing around a pisciculture pool.
- The Djenné APE convinced the Djenné communal council to fund the restoration of old buildings at the Sory Ibrahima Thiocary School, as well as to ensure water supply for all schools in the City of Djenné. The presence of APE officers on the communal council facilitated the resolution of this problem. Of course, this sort of individual straddling of the civil society and government sectors raises interesting questions for effective communal governance. We want to ensure that positive results spring from effective civic action and not from "insider" manipulation of the system.

The above cases provide examples of the great progress that RECOL partner COs have made over the past five years in terms of conceiving and carrying out effective civic action. The following figures provide quantitative evidence of this improvement.

Figure 6: Development of the performance of baseline COs according to the civic action indicator from 1997 to 2002

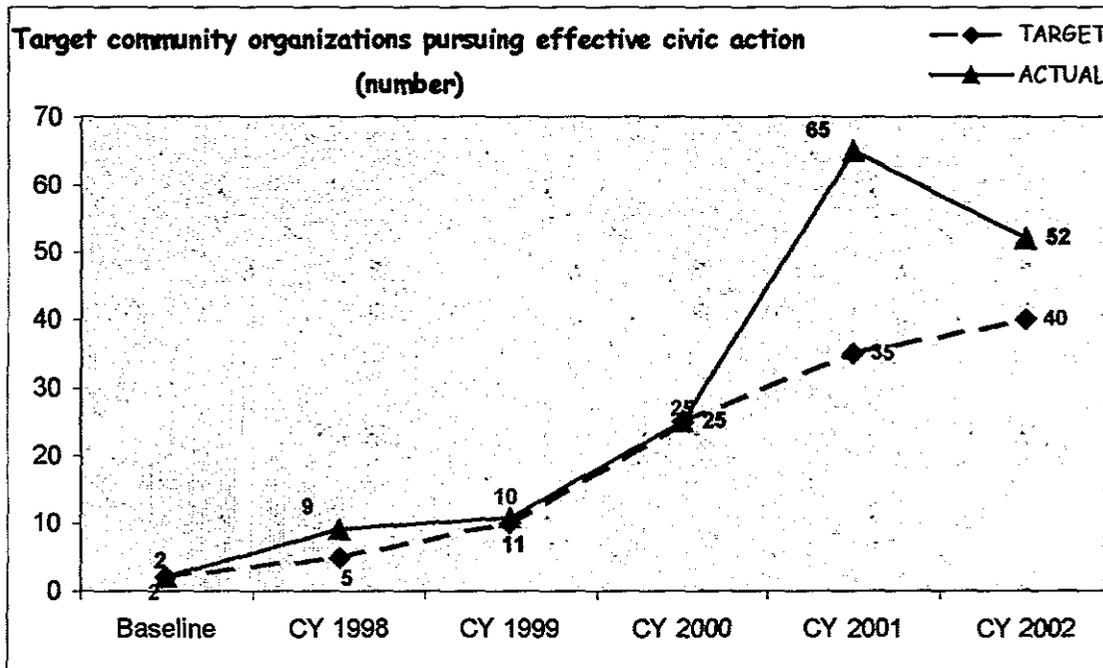
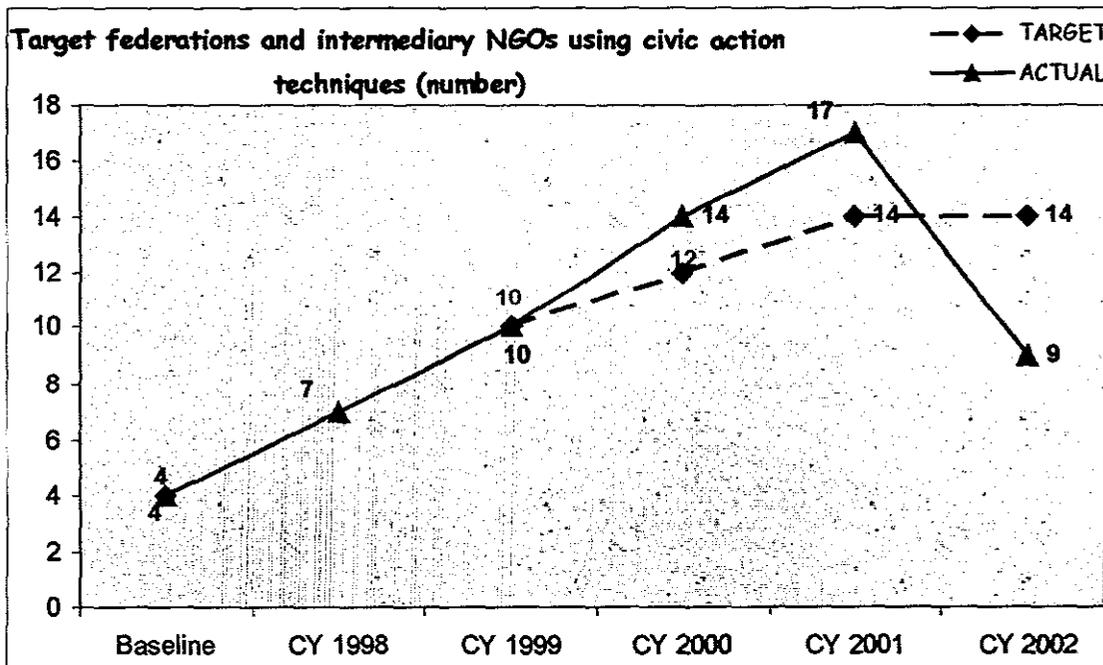


Diagram 7: Development of the performance of NGOs and federations according to the civic action indicator from 1997 to 2002



Figures 6 and 7 show a steady progress in civic action behavior from 1997 to 2001, followed by a significant drop in 2002. Nevertheless, partner COs have continued to exceed targets. NGO and federation partners met or exceeded targets every year until 2002. One possible explanation for the drop-off in formal civic action behavior this past year is that, as decentralization becomes operational, citizens and their associations are in more regular contact with local officials, resulting

in many issues being raised and addressed informally at the local level. Moreover, less urgency to express needs may be felt, as the very operationalization of decentralization reforms demonstrates an attentiveness to grassroots needs.

Indeed, the current socio-political environment is favorable to the meeting of the needs of CO members and their organizations taking on a more important role. The communal space is an appropriate context for taking into account the concerns of civil society organizations. This is all the more valid considering that 60 percent of the communal counselors in Djenné District are officials of RECOL partner organizations and find themselves, therefore, with the opportunity to represent the concerns of their organizations. Moreover, having received basic training in democratic governance with support from RECOL, these elected officials have mastered the mechanisms of making consensual and transparent decisions. They also do not need convincing with regard to the importance of a prominent role for civil society in addressing and debating the public good. This may be another reason for the ostensible drop-off in civic action behavior – The fact that many prominent participants in civil society now occupy positions of authority may result in CSO concerns being addressed more informally than before, as mentioned above.

3.1.2.3 Intermediate Objective 3:

Partner organizations efficiently represent the interests of their members

In this period, in addition to the cases mentioned in chapters 3.1.2.1 and 3.1.2.2b, partner COs have showed their willingness to take into account the aspirations of their members through the opening and operation of literacy centers.

During this reporting period, 30 literacy centers continued to operate upon the initiative and support of COs or their member villages or hamlets, thanks to the presence of literacy outreach agents trained by RECOL. Among them, 10 belonged to women's associations and 20 to mixed associations. These centers provided services to a total of 728 people, 60 percent of whom were women. At the same time, COs took advantage of the opportunity offered by RECOL to provide training to 63 new relay outreach agents in literacy, 45 of whom (71 percent) were women. Among these relay outreach agents, 20 are from village associations that are member of the Syn inter-village farmer association. When one considers the investment that this activity entails, one can confidently say that these COs are fully committed to meeting the needs of their members.

3.1.2.4 Intermediate Objective 4:

The enabling environment reinforces the power of target community organizations, intermediary NGOs, and federations.

Training and guidance provided by RECOL on the rights and duties of partner COs permit partner COs to benefit from communication forums to reinforce their position in the local institutional landscape. For example:

- The celebration of the festivities of International Women's Day (March 8) in Djenné by the authorities of the fifth region created a forum for exchange among the officers of women's COs. It permitted a more systematic collaboration than is normally the case, as all the women COs in the district combined their efforts in organizing the event.
- The celebration of the festivities of 8 September, International Literacy Day, was put to good use. Local organizers took advantage of the occasion to promote better access of newly-literate people to information sources. In collaboration with the Jamana local radio station, reporting was done in literacy centers and a teaching competition was organized on radio. The 64 winners of this competition will receive each a subscription for one year to the "KIBARU" newspaper, a monthly information periodical edited in national language. In addition, each CO received a subscription for its newly-literate members. This subscription policy of partner CO members falls in line with the reinforcement the literate environment that the RECOL project initiated in its approach to help newly-literate people from the training, to better consolidate their gains in literacy and to better inform on the socio-political environment.

At the same time the Djenné Fishermen's Cooperative participated in the regional festivities of the literacy day organized by the NGO SUCO/OGES consortium in Soye. This helped it to understand the importance of the gains of its CO in literacy and of the role that it could henceforth play at the regional level.

- With the partnership between RECOL and civil society organizations, more and more new women's COs are being created by demonstration effect. In this respect, we notice the emergence of a field office of the Association for the Promotion and Defense of Women's Rights (APDF) in Djenné, and the creation of Femaye Women's Association in Taga. As more and more local citizens become well-versed in associational life and the creation and management of local organizations, the barriers to the creation of new groups drop.
- The Madiama CCGRN took advantage of the opportunity offered by the local radio to publicize its experiences in natural resource management in the rural commune of Madiama. The first result of this effort is the request for membership from two villages in neighboring communes.
- In preparation for the upcoming municipal elections, the RECOL partner NGO APSRU made good use of its experience gained through USAID funding. It applied for and won a contract offered by the Ministry of the Promotion of Women, Children, and Family for the training of female candidates in the elections in the Districts of Segou and Niono.
- The sensitization and information/training activities conducted by RECOL on the associative rules for organizations in a democratic context produced concrete results on the ground. Indeed, project partner COs are seizing the opportunity that the current framework offers them to help each other and position themselves strategically in order to ensure the continuity of RECOL. In this manner, AFEED provided technical support to the Femaye Women's Association in the development of its regulations and statutes.
- Finally, the increased presence of literacy outreach agents within partner COs creates a literate environment able to meet sustainably the literacy needs of their members once RECOL ends, as detailed in chapter 3.1.2.3.

3.2 Difficulties Encountered

In this period, a few difficulties have been encountered:

- The delay experienced by AEDM/ERAD Consortium in the implementation of the subcontracting for the reinforcement of partner SLGRNs of the Segué Forest Management Project in Koro. This problem was mainly due to the end of the financing and the resulting changes. Currently this situation has been resolved.
- In the same vein, the end of the financing of the Macina and Koro health projects that were supporting the ASACOs trained by RECOL slowed down the reinforcement of these associations. Currently, a remote assistance strategy for these ASACOs is being established through subcontracting with national NGOs: ASSAFE is carrying this out in Macina and AEDM/ERAD in Koro.
- The end of the subcontracting partnership with PADI NGO as a result of the structural difficulties this NGO is going through.
- The downsizing of the project staff for different reasons (mainly, resignation and death), requiring a new recruitment of community assistants (3), with a consequential slow-down in field activities.

- The failure of the agricultural campaign with its corollary of mass departure of target populations in "éxode rurale" and the consequent non-availability of some project interlocutors.

In addition to these issues, the persistence of certain difficulties with which RECOL has been faced since the beginning continue. Attempts to solve them are not yet giving fully satisfactory results. These persistent challenges are:

- A lack of dynamism of partner sector APE federations due to the fact that they are not truly representative of their constituents.
- The limited financial resources available to COs such as APEs. This has been a constraint to the application of skills learned with respect to sound management, in spite of our close monitoring of the levels of these structures.

3.3 Lessons Learned / Impacts

Lessons

The following lessons learned can be retained from this phase of RECOL:

- COs easily take ownership of institutional capacity building activities, if they effectively meet the needs of their members. A good example of this is the adoption of the integrative literacy method developed by the project.
-] Conflict prevention and management is very complex and deserves particular attention by COs to preserve fragile DG gains. The conflict that cropped up within the Syn farmer association (N3) around the development of the area of the outside polder and its resolution are a perfect illustration (see case study).
-] The systematic classification of COs is an efficient tool to better orient activities and the definition of strategies.

Impacts

At this stage of the implementation of RECOL some impacts are clear. They can be summarized as follows:

- ◆ Elected officials from RECOL partner COs have had fewer difficulties in getting up to speed in governing their communes, thanks to the skills they have received through DG training.
- ◆ RECOL partner NGOs use USAID DG indicators to measure the performance of their partner COs.
- ◆ Women have become more active through the emergence of women leaders at the head of mixed COs and savings and credit associations (Musow ka Jigiya Ton/MJT groups)
- ◆ Some federative structures were created upon the initiative of COs following the capacity building by RECOL, or by partner NGOs, and other projects of CARE (e.g., Macina APE federations, Djenné farmer associations).
- ◆ Currently most projects of CARE are drawing on the tools and methodologies developed by RECOL in the process of partnership with national NGOs. Conversely, RECOL is also learning from other projects of CARE through the development and adaptation of different tools and methods to field realities.
- ◆ RECOL's tools and experience have made it easier for CARE to generalize local NGO partnership across all projects. In this respect, in 1999, at the onset of the pilot partnership program, only RECOL project was engaged in a partnership with national NGOs out of 14

ongoing projects; in 2001, out of 12 ongoing projects, 8 were implemented in partnership with national NGOs. This is a trend that will continue.

The final evaluation of the first phase of the project, the draft report of which is available, gives details on RECOL impacts over the five years. However, while the evaluation report is being finalized, we note the following operational recommendations:

1. For Community Organizations

- Adopt follow-up measures of institutional capacity building.
- Introduce participatory monitoring and evaluation in the activity program. Devise socio-economic impact indicators and make the following improvements:
 - + Integrate tools permitting assessment of the new capacity and strategies of partners
 - + Establish an analysis/diagnosis matrix to identify internal strengths and weaknesses and external opportunities and risks/constraints. Partners can use such a matrix for strategic planning.
 - + Develop tools enabling partner organizations to take initiatives independently from any external support. In this matter, it would be convenient to develop tools (indicators) allowing them to assess whether and when it must be advised (to an external actor) to withdraw from an activity.
 - + Reinforce the gender aspect in participatory monitoring and evaluation: identify specific impacts for women and develop an analysis system taking into account the specific situation (specific issues) of women.

2. For National NGOs

- Make partners participate in the identification of objectives as well as the organization of training sessions;
- Reinforce support to NGOs targeting the promotion of women (reinforce the participation of women)
- Extend training themes for women to health (including HIV/AIDS), women's rights, agriculture, livestock, environment, and civic education;
- Identify collaboratively with partner NGOs an accurate process to ensure a better participation of less powerful social groups in decentralization structures.

3.4 Success Stories

1. Casier du Syn

The Association of Rice Farmers in the "Casier du Syn" have benefited from numerous DG trainings since the pilot phase of RECOL. This organization that was originally created by Office Riz Mopti benefited from the work of the DAD project in terms of agricultural production and is thus emblematic of the possibilities of fostering synergies between different USAID SO teams.

The association was in the process of helping farmers from outside the casier create their own association when some of the casier villages began protesting the negative effects caused by a new digue. The protesting villages created breaks in the digue to allow water to flow through, and the association responded by formally complaining to local authorities in Madiama as well as the leadership of Office Riz Mopti. Early efforts at mediation failed, and CARE was seriously

would satisfy all parties. CARE program staff were able to bring the relevant actors together to negotiate an agreement. This hands-on workshop in conflict resolution resulted in a ceremony of reconciliation in which all parties agreed to respect workshop recommendations. To ensure a sustainable peace over the issues involved, the various parties to the conflict formed a follow-up committee.

Ultimately, this conflict and the constructive aftermath created the impetus for the reinvigoration of the Casier Association, permitting them to organize themselves to respond to other pressing issues, as well as hold an election to choose officers. This very practical experience in dynamic, participatory conflict resolution resulted in a number of the people involved learning practical skills in conflict resolution that are being applied in other situations and in other CARE zones. For example, the reinvigorated Casier Association engaged in advocacy on behalf of its members to convince the ORM to rebate 600,000 f cfa worth of fees. These resources will give the Association the funds to engage in other activities on behalf of their members.

2. Fishers' Cooperative of Djenné

The synergistic interaction between project activities in DAD and RECOL provide practical skills and benefits for members of partner community organizations. For example, the President of the Djenné Fishers' Cooperative, M. Ousmane Kontao, makes the following observations :

"In partnering with RECOL, we have benefited in numerous ways that improved the quality of household security of our members. For example, through our strategic planning process, we prioritized the development of pisciculture. This is generating resources for members to invest. In addition, the literacy courses that we have taken covering DG themes have informed us about the stakes of democratization and decentralization while simultaneously helping us to better follow our children's education. Sharing my literacy materials with my children has made them curious about issues of participation and democratic decision making.

"We have also learned the principles of conflict resolution, making us more vigilant about conflicts arising around fisheries management, enabling us to avoid wasting resources on needless conflicts and the resulting administrative charges. RECOL also taught us how to effectively engage in civic action, and we used these skills to successfully resist the *seuil de Talo*."

3. Hamfendu Women's Association

Mme Sarro, administrative secretary of the HAMFENDU women's association, feels that RECOL gave her association many skills. In particular RECOL helped them to be more systematic and rigorous in the planning of development activities.

"Literacy classes and participatory monitoring and evaluation are but two of the benefits of our partnership with RECOL. These activities are specifically aimed at benefiting the association, but each member also takes away skills she can apply elsewhere in her life. For example, we have learned to keep the books for all of our economic activities, and we have a better idea about what it takes to make fish selling, gardening, or artisanry profitable, for example. Moreover, most of our members made insignificant contributions to their household budget in the past but many of them now contribute 30 percent or more of the resource needs of their family, thanks to the skills they have learned and are applying in revenue generating activities. Consequently, we feel less threatened with the possibility of our husbands taking additional wives. These planning and resource management skills not only make us better household and association managers but also make us more effective citizens of our commune."

3.5 Collaboration

In the period, RECOL continued to have good collaborative ties with the following partners:

- USAID DG SO Team through permanent communication on the strategies and activities of the project, particularly during field visits.
- The agencies participating in the implementation of the SANREM project in Madiama, particularly CRRA, and the consortium of American universities that initiated the project.
- Other projects of CARE not included in the financing agreement of the consolidated program of "Household Livelihood Security (HLS) and Institutional Capacity Building in Mopti Region and Macina District", such as Jama ka Kalan So (JKS), intervening in Macina and the Segué Forest Natural Resource Management project (PGFNS) in Koro. RECOL is continuing the collaboration for the capacity building of their partner COs, through partnership with national NGOs (ASSAFE and AEDM/ERAD consortium, respectively).
- JAMANA local radio, which constitutes an efficient means of communication with partners in the field and permits the dissemination of best practices in institutional reinforcement.

3.6 Prospects

Prospects for the final semester of the project consist of implementing activities aiming to consolidate the gains of COs in DG and capitalization of experiences, in compliance with the commitments made under the extension of RECOL. In particular, it will then be a question of:

- Continuing to debrief COs on the results of the DG survey conducted in July 2002, and develop action plans;
- Training women from the boards of mixed COs in female leadership;
- Continuing the implementation of the strategy of partnership with national NGOs through subcontracting and support to the projects of CARE for the management of partnerships;
- Training CO leaders in specific areas enabling them to better understand their roles and responsibilities in the planning and implementation of the development program of the commune;
- Continuing the support to partner COs in the design/arrangement of small projects, and conflict prevention/management;
- Editing modules on agricultural production, natural resource management, and financial management in order to reinforce the learning/literate environment;
- Facilitating participation and/or membership of partner COs in the existing development networks;

Table 5 shows the action plan for the different activities of the project for the period of January to June 2003.

Table 5: RECOL action Plan for January to June 2003

RECOL ACTION PLAN JANUARY TO JUNE 2003

INTERMEDIATE RESULTS	ACTIVITIES	EXPECTED RESULTS	PERIOD						MANAGER	SUPPORT /COLLABORATION
			J	F	M	A	M	J		
Intermediate Objective 1: Partner organizations in target communes are effective partners in Democratic Governance, including development decision-making and planning ;										
80 COs have a good partnership with local authorities in the area of service delivery.	1.1. Train COs in communal development planning.	- 100 COs trained on communal development planning - 80 COs have established a partnership protocol with their respective communes	X	X	X	X			Literacy CM	CMs, PC
	1.2. Broadcast on radio messages to promote participation in the planning and implementation of communal development.	- 10 radio programs are broadcast on participation in LD - Two discussions on radio are conducted between communal officials and members of COs	X	X	X				APP	CM, CA
	1.3. Organize development problem solving meetings between local elected officials and COs. (promote local development dialogue)	- A regular dialogue forum is established in the 5 target communes	X	X	X	X	X	X	APP	PC, CM, CA
	1.4. Coordinate the participation of the project staff, partner NGOs, and COs in the local development networks.	- At least 20 COs have become members of the existing LD networks - 5 NGOs participate in the activities of existing LD networks	X	X	X	X	X	X	APP	CMs, CA, PC
Intermediate Objective 2 a) Partner organizations are engaged in democratic self-governance										
130 COs govern themselves democratically.	2a.1. Continue the training and information of target COs with DG tools.	- 30 COs are trained in DG literacy - 141 COs implement the action plans from the debriefing of the results of DG surveys.	X	X	X	X	X	X	Literacy CM	CA, CMs

INTERMEDIATE RESULTS	ACTIVITIES	EXPECTED RESULTS	PERIOD						MANAGER	SUPPORT /COLLABORATION
			J	F	M	A	M	J		
120 COs have sound management practices.	2a.2. Technical assistance for target COs on the principles and practices of democratic governance.	130 COs abide by and apply the provisions of their SRI	X	X	X	X	X	X	CAs	CMs
	2a.3. Organize exchange visits between level 1 COs and level 3 COs.	Level 1 COs use the lessons learned in the visits.	X	X	X				CAs	CMs
	2a.4. Train COs in strategic planning.	120 COs have a strategic plan.	X	X	X	X	X	X	APP	CA
	2a.5. Train COs in the use of accounting tools and supports.	Management documents are correctly maintained by at least 100 COs	X	X	X	X	X	X	CM G/C	CAs, CMs
	2a.6. Train village trainers on the management supports	Village trainer are able to support their CO in management	X	X	X				CM G/C	CAs, CMs
	2a.7. Revitalize control committees	The supervision committees of 100 COs perform regular control and report to the GA	X	X	X	X	X	X	CA	CMs
	2a.9. Technical assistance in the development of financial reports and activity reports and check their submission to the general assembly.	120 COs presented a financial report to the GA	X	X	X	X	X	X	CA	CMs
	2a.10. Print and publish the numeracy tools by integrating sound management techniques.	A module is available in local language	X						Literacy CM	CM G/C
	2a.11. Train and support COs in the use of conflict prevention and management tools,	- 100 COs have resource persons in conflict prevention and management. - COs use conflict prevention and management tools.	X	X	X				CA	CMs, PC
	2a.12. Finalize the translation of the SEP guide in Dogon	The guide is available in Dogon	X	X	X				Literacy CM	CM, CA
100 mixed COs with women at leadership positions.	2a.12. Train and support COs in the institution of participatory M&E	100 COs adopted SEP tools	X	X	X	X	X	X	CA	CMs
	2a.13. Train COs in gender and women leadership.	- 30 mixed COs trained in gender and women leadership - 14 mixed COs are engaged in a process of revising the access requirements to leadership positions - 16 mixed COs have undertaken some approaches for the training of women	X	X	X				APP	CAs, CMs

INTERMEDIATE RESULTS	ACTIVITIES	EXPECTED RESULTS	PERIOD						MANA GER	SUPPORT /COLLAB ORATION
			J	F	M	A	M	J		
	2a.14. Finalize SOWs and hold conference/discussions on gender	A panel conference is held on gender	X						APP	PC, CMs, CAS
95 COs report that they have made organizational changes and/or used one or several techniques in which they have been trained.	2a.15. See activities 2a.1-2a.3									
18 intermediary NGOs and target Federations govern themselves democratically.	2a.16. TA for federations and NGOs to organize monitoring and coordination visits with the members making them up.	NGOs and Federations conduct at least a monitoring visit with their members	X	X	X	X			APP	CMs, CAS
	2a.17. TA for federations for the adoption of principles and practice of DG.	8 federations implement action plans from the debriefing of the results of DG surveys	X	X	X	X	X	X	APP	CMs, CAS
18 target NGOs and federations have sound management practices.	2a.18. TA for federations and NGOs for a better use of accounting tools and supports.	18 NGOs and federations created the conditions for the proper maintaining of accounting records	X	X	X	X	X	X	RV G/C	CMs, CAS
	2a.19. Train and support federations in strategic planning.	18 NGOs and federations have a strategic plan	X	X	X	X	X	X	APP	CMs, CAS
	2a.20. Revitalize federation supervision committees.	The supervision committees of 18 NGOs and federations conduct regular controls and report to the GA.	X	X	X	X	X	X	CAs	CMs
	2a.21. Technical assistance for federations in the development of financial reports and activity reports and check their presentation to the general assembly.	120 COs presented a financial report to the GA	X	X	X	X	X	X	CAs	CMs
	2a.11. Train and support NGOs and federations in the use of conflict prevention and management tools and procedures.	- 18 NGOs and federations have resource persons in conflict prevention and management - NGOs and federation use conflict prevention and management tools.	X	X	X	X	X	X	APP	PC, CMs, CAS
122 target COs report that their interests have been effectively taken into account by NGOs and federations.	2a.22. Support federations and NGOs in the dissemination of statutes among constituent members.	- Federation SRs are respected by COs that are affiliated to them - NGO SRs are known to the COs they support	X	X	X	X			APP	PC, CMs, CAS

INTERMEDIATE RESULTS	ACTIVITIES	EXPECTED RESULTS	PERIOD						MANAGER	SUPPORT /COLLABORATION
			J	F	M	A	M	J		
	2a.23. TA for federations and NGOs in the identification of legal and political constraints to their efficiency.	NGOs and federations implement action plans to overcome the difficulties identifies.	X	X	X	X	X	X	APP	PC, CMs, CAs
	2a.24. Continue sub-contracting partnerships with national NGOs.	At least 3 national NGOs provide institutional capacity building to COs partner of RECOL and Macina	X	X	X	X	X	X	APP	PC, CMs, CAs
Intermediate Objective 2 b) : Partner organizations are engaged in civic action in the local level and beyond										
65 COs have affected two or more development decisions.	2b.1. Print and disseminate the training manual in advocacy in local languages and conduct training.	A module is available in local language	X	X	X	X	X	X	CM DC	CMs, PC
	2b.2. Serve as an intermediary in the negotiations between four women COs the most advanced and their communal officials (Djenné et Dandougou Fakala)	Women COs in Djenné and Dandougou Fakala affect the decisions of their commune	X	X	X	X	X	X	PC	CMs, CAs
126 COs continue civic action.	2b.3. Organize the training and provide TA in the area of advocacy and effective civic action.	COs are equipped and conduct structures civic actions	X	X	X	X	X	X	APP	CMs, CAs
	2b.4. Organize an exchange visit between the COs of RECOL and the COs of INAGEF.	10 RECOL COs use the lessons learned from the visit to INAGEF	X	X	X				APP	CMs, CAs, PC
	2b.5. Organize workshops specific to the sector on the legal and political framework of the different types of COs.	70 COs understand better the legal framework governing their actions to respect it.	X	X	X	X	X	X	APP	PC, CAs, CMs
18 intermediary NGOs and federations use civic action techniques (non-cumulative)	2b.6. Train federations and NGOs in advocacy and civic action techniques.	17 NGOs and federations are equipped and conduct structured civic actions	X	X	X	X			APP	CMs, CAs
	2b.7. TA for federations and NGOs engaging in civic action.		X	X	X	X	X	X	APP	CAs, CMs
Intermediate Objective 3: Partner organizations efficiently represent the interests of their members										
80 COs have extended their development activities.	3.1. Assist COs in the development of their specific action plan for the diversification of their services and activities.	100 COs have established a specific action plan for the diversification of their activities and services	X	X	X	X			CM G/C	CAs, CMs
	3.2. Train and help COs to meet the needs to perform new services and activities.		X	X	X	X			CM G/C	CAs, CMs

INTERMEDIATE RESULTS	ACTIVITIES	EXPECTED RESULTS	PERIOD						MANA GER	SUPPORT /COLLAB ORATION
			J	F	M	A	M	J		
	3.3. Facilitate the dialogue within and among the six COs in the commune of Nemabadenya Kafo regarding the inclusion of the most vulnerable members of the community in the organization.	There is a mechanism of taking into account of the most vulnerable in at least 6 COs	X	X	X	X	X	X	PC	CAs, Ccs
	3.4. Train MJT groups in 18 partner women COs.	At least one MJT group is operational in each of the 18 women COs	X	X	X	X	X	X	CM G/C	CAs, CMs
90 COs mobilize non-USAID/members resources.	3.5. Assist COs in the identification and management of income generation.	Management of funds mobilized outside is transparent and consonant with the requirements of partners in 100 COs	X	X	X	X			CM G/C	CAs, CMs
	3.6. Serve as an intermediary in the relations between COs and potential financing sources.	50 COs are oriented toward potential donors	X	X	X	X	X	X	CM G/C	CAs, CMs
	3.7. Design a module in national language and train COs in project design.	- A module is available in national language - 100 COs trained in project design - 40 COs have initiated project design process	X	X	X	X	X	X	APP	CMs
	3.8. Train COs in negotiation techniques.	60 COs are equipped to negotiate with financial partners	X	X	X	X			APP	CAs, CM
Eight federations have a stable or increasing total number (number)	3.9. Finance the broadcastings on the role of federations and NGOs.	At least ten radio programs are broadcast on the role of federations and NGOs.	X	X	X	X	X	X	APP	PC, CMs, CAs
Intermediate Objective 4: The enabling environment reinforces the power of partner organizations.										
See above activities 1.3, 1.4, 3.3 and 2b.2.										

IV. CONCLUSION

In the course of implementing the RECOL project, CARE has had several very useful experiences with respect to institutional strengthening. In particular, the integrated, DG theme-based approach to literacy used time effectively in giving CO members skills while also inculcating values and providing knowledge necessary for the citizens of a democratic polity. We also gained experience in partnership with local NGOs, distinguishing between different levels of CO development with respect to DG, and facilitating the process of a CO's self-evaluation and development of strategic plans. This process of institutional capacity building has a multiplier effect, in that skills learned can be applied in any substantive or sectoral area in which a CO works. There are, consequently, very observable synergy effects – APEs become more effective at managing schools and thus improving the quality of education, ASACOs are able to manage funds and plan purchases, thus creating sustainable medicine supply in remote villages, and producer cooperatives are able to reduce conflict and expend their energies improving the household livelihood security of their members.

During the nine-month extension, RECOL project staff are aiming at facilitating and reinforcing existing links between partner civil society organizations and local authorities and elected officials. This type of brokering relationship will help ensure the sustainability of project accomplishments while also building a bridge to USAID's new strategic plan, which has a more concentrated focus on building the capacity of communes to engage in effective service provision.

ANNEX

**ANNEX :
BREAKDOWN OF RECOL
PARTNER COs**

**RECOL PROJECT PARTNER
ORGANIZATIONS**

PLANNED TARGETS AT ONSET

STATUS AT THE END OF JUNE 2002

100 partner organizations :

- 15 Federations
- 83 Associations
- 2 NGOs

160 partner organizations:

- * 9 Federations
- * 141 Associations
- * 10 NGOs

**60 RECOL project
direct partner
organizations**

**40 Partner
organizations of
other projects of
CARE**

**78 Direct partner
organizations of RECOL**

**82 Partner
organizations of
other projects of CARE**

**Cooperatives
of
fishermen**

APE

ASACO

**Cooperatives
of rice
farmers**

**Cooperatives
of herders**

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**DAD project
Partner COs**

**Macina Comm.
Health project
partner
ASACOS**

**KORO
Comm.
Health
project
partners**

OTHERS

- 1 Cooperative of fishermen
- 28 APE (including 7 federations)
- 13 ASACOs
- 2 Cooperatives of herders
- 2 Rice farmer associations
- 10 National NGOs
- 18 Women associations
- 2 Associations of literacy trainers
- 2 Youth associations

- 4 DAD partner IVAs in Djenné
- 9 ASACOs and 1 FELASCOM of the Macina Community Health project
- 7 ASACOs and 1 FELASCOM of the Koro Community Health project
- 28 partner APEs of JKS in Macina
- 10 partners COs of ASF NGO in Koro
- 22 SJGRNs of PGFNS in Koro