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104350

# PVO INITIATIVES



1400 Eye Street, N.W. Suite 750  
Washington, D.C. 20005-2208  
Tel: 202/789-4300  
Fax: 202/789-1630

A DATEX Inc. Project

## A Seminar Report

### **PVO/NGO Partnership in MALI**

**September 19-21, 1990**

**Bamako, MALI**



Organised by:

*PVO/NGO Initiatives Project,*  
Datex Inc, Washington, DC  
and  
*CCA/ONG, MALI*

**Volume I.**

Under A.I.D. Contract No. AFR-0526-C-00-9072-00

A

**A Seminar Report**  
**PVO/NGO PARTNERSHIP in MALI**

**Organized and facilitated by:**

**PVO/NGO Initiatives Project, Datex Inc, Washington, DC**

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**and**

**Comité de Coordination des Actions des ONG (CCA/ONG), MALI**

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**Volume I of II.**

**Under A.I.D. Contract No. AFR-0526-C-00-9072-00**

**Issued: November, 1990**

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## **PRESENTATION OF THE PARTNER SPONSORING ORGANIZATIONS**

### **Datex Inc.**

Datex is an international management consulting firm specializing in Management by Design, an approach which brings practical solutions to critical management and decision-making problems in order to optimize organizational and individual performance. We offer client management expert assistance in strategic planning, organizational development, financial management, automated data processing, management information systems, project design, monitoring and evaluation, human resources development, and training.

A certified 8(a) and Gray amendment organization, Datex provides services to public, private, non-profit and international organizations, in a range of sector areas including health, agriculture, population, education, communications and industry. Some of our clients include the U.S. Agency for International Development, the World Bank, the United Nations, Save the Children Federation, TechnoServe, Salvation Army World Service Office, the International Institute for Rural Reconstruction, Planned Parenthood Federation, CODEL, and the Enterprise Program of John Snow, Inc. Datex is headquartered in the metropolitan New York area, with offices in Washington, D.C. and Cairo, Egypt, and affiliate offices in Pakistan and India. Our full-time staff and consultants are especially qualified to manage projects in developing countries, through experiences providing technical services in 3 regions and 26 countries.

### **CCA/ONG**

CCA/ONG (Committee for the Coordination of NGO Actions) in Mali was created on February 26th, 1986, based on the ~~existing organization, CCAU/ONG~~, which had focussed primarily on emergency response having been formed in 1984 at the time of the serious famine in Mali. CCA's goal was to move beyond short-term emergency actions in order to orient itself towards medium and long-term development, though always retaining the ability to respond to emergencies.

It functions on the basis of the participation - both financial and substantive - of the NGOs which constitute its membership. It serves as a tool to permit the NGOs to coordinate their actions in the field. Currently, CCA includes 97 NGOs as full members and another 30 as partner NGOs. The different functions performed by CCA/ONG include:

- Collection, exchange and dissemination of information;
- Facilitation of contacts and collaboration among the NGOs, harmonization and coordination of their activities;
- Provision of support and training for the NGO members;
- Promotion of reflection within the NGO community.

## **PVO/NGO Initiatives Project**

Datex manages the PVO/NGO Initiatives Project, a three-year project funded by A.I.D.'s Africa Bureau. The objectives of the Project are to assist US private voluntary organizations (PVOs) and African non-governmental organizations (NGOs) in forming stronger partnerships, to promote increased collaboration and information sharing between US PVOs, African NGOs, and A.I.D., and to build the institutional capacity of African NGOs, towards the goal of long-term sustainable development in Africa.

The Project serves as a focal point for PVO/NGO relations with the Africa Bureau, and facilitates coordination within A.I.D. and with other bilateral and multilateral donor agencies working with NGOs in Africa. Project activities include facilitation of a Washington-based Task Force which allows an ongoing exchange of ideas between PVOs and A.I.D. at headquarters level; design and implementation of field-based seminars involving PVOs, NGOs and USAIDs in discussions on issues such as partnership and leadership; training workshops for NGOs in strategic planning, financial management, advocacy skills, and information systems; the Partnership Initiatives Fund, which provides small grants to PVOs and NGOs to initiate or further partnerships; and development of a database for A.I.D. on PVO/NGO activity. The Project is also conducting several studies to analyze PVO/NGO project funding mechanisms, project design and implementation in order to learn more about PVO/NGO impact, strengths and weaknesses and to make recommendations on the basis of those lessons learned.

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## **I. GENERAL CONTEXT**

In the North, the public is affected by the frequency of the human dramas experienced by the African continent and seeks to participate in actions aimed at reducing the effects of these catastrophes. Whether their motivations are sentimental, religious, cultural or based on something entirely different, they have inspired the creation of instruments of intervention known as NGOs (non-governmental organizations) or PVOs (private voluntary organizations).

This movement has also extended to the South, where local NGOs which share the same development goals as those of the North attempt to embody the hope of the populations who see in their voluntarism an aspect of giving of oneself, expressing better than any words the message of solidarity and compassion which they would like to address to those who suffer from tragedy.

This work of voluntarism does not have results unless one includes in it a good dose of professionalism. Thus, the effectiveness of activities implemented by PVO/NGOs deserves a wider audience among populations around the world.

In the search for an appropriate approach to development, the PVO/NGOs of the North as well as those of the South have developed over recent years relationships often referred to as "partnerships" and act in their name. But how?

In the North as in the South, the concept is certainly not perceived and applied in the same way. Nevertheless, the term "partnership" seems to express the profound desires of almost all actors working together for development:

- to share responsibility in decision-making;
- to freely express needs;
- to support a dynamic of involvement and dialogue in the joint management of activities;
- to work side by side towards the achievement of common objectives.

Actual experience illustrates the need to develop specific forms of collaboration among NGOs. Such forms would allow for not only exchange of experience and information between PVO/NGOs of the North and South, but also would give to such organizations the weight and force necessary to take joint or individual actions in an efficient and effective manner. This dynamic process - already in place in some situations or currently appearing - must be evaluated very carefully in all of its complexity: the lessons and mistakes need to be widely disseminated.

Some mechanisms have thus been put in place to achieve these expectations of "partnership": transfers of funds from the North to the South, joint activities, "africanization" of implementing personnel, decentralization of structures and involvement of local staff in certain levels of decision-making. These efforts have not yet shown results and in practice will require constant attention in order to achieve progressive improvement.

It was in order to elucidate the different questions raised by a "partnership" approach that CCA/ONG and the PVO/NGO Initiatives Project organized the Partnership Seminar which was held on September 19-21, 1990, in Bamako, Mali, and in which approximately fifty local and international PVO/NGOs participated.

The objectives of the Seminar were as follows:

- to improve the level of understanding of partnership issues among the Northern and Southern PVO/NGOs operating in Mali;
- to encourage the creation or strengthening of partnerships between seminar participants;
- to discuss their perspectives on the institutional development aspects of partnership;
- to improve the knowledge of and lessons learned from existing experience through presentation of case studies of examples of partnership.

In terms of methodology, the Seminar was participatory in nature, using as a tool the knowledge and experience of the participants, supported by a dozen case studies. In addition, questionnaires on partnership experiences were filled out by all participants prior to the Seminar (see Annex D).

Apart from the case studies, the Seminar also benefited from the presentation of several specific experiences of partnership such as: Solidarité Canada Sahel, the USAID Cofinancing Project, and the Africa Partnership Project of InterAction and FAVDO.

Volume I of this report presents in detail the results of the working groups, the evaluation of the Seminar by the participants, and a conclusion recapitulating the essential ideas which one can retain from the three days of intensive discussion.

Volume II includes Annexes F and G which contain descriptions of the partnership projects and programs, as well as the case studies presented during the course of the Seminar.

## **II. RESULTS OF THE WORKING GROUPS**

We present here, in two sections, the different themes which were treated in the working group discussions as well as in the plenary sessions. First, there were four themes for reflection which emerged from the debates surrounding the case studies. These themes relate primarily to the theoretical aspects of partnership. Second, we dealt with three other themes which permitted us to deepen our reflection on the establishment and the development of partnerships among Malian NGOs on the one hand, and PVO/NGOs from all countries on the other. They relate to concrete actions which can be taken by PVO/NGOs in order to put in place partnerships which are effective, solid and useful for all.

### **A. The theoretical aspects of partnership**

These are the aspects which relate to the concept of partnership, to partnership as an approach to development, to the preconditions for creating a partnership and to the criteria against which a partnership should be evaluated.

#### **1. The concept of partnership**

**Definition:** "Partnership" is a dynamic process in which balance depends on certain necessary characteristics:

- harmonization of the methods of action of the different partners;
- sharing of clearly defined and freely accepted responsibilities;
- mutual confidence;
- mutual respect of each others' values with a view to attaining common objectives.

**Beneficiaries of partnership:** Four categories of beneficiaries were identified:

- the population;
- the Southern NGOs;
- the Northern PVO/NGOs;
- the donor agencies.

**The dimensions of partnership:**

**Cultural dimension:** Each partner has to make an effort to understand better the culture of the other, and accept cultural differences (tolerance) in order to accomplish objectives decided upon jointly.

**Socio-economic dimension:** The contributions of both partners should not be minimized. Whether it involves the Northern or Southern NGOs or the population itself, each partner has an influence on social and economic matters and needs to be conscious of its potential impact.

**Institutional dimension:** Partnership should permit each partner an opportunity to reinforce its structures, its work methods, and its management (leadership, equipment, operations).

## 2. Partnership as an approach to development

Partnership is a method, a tool, a means of intervention.

**Forms of partnership:** Five forms of partnership were identified:

- (1) Northern donor PVO/NGO <--> Southern implementing NGO
- (2) Northern implementing PVO/NGO <--> Southern implementing NGO <--> bilateral/multilateral donor agency
- (3) Northern donor/implementing PVO/NGO <--> Southern implementing NGO
- (4) Northern implementing PVO/NGO <--> Southern implementing NGO
- (5) Southern implementing NGO <--> bilateral/multilateral donor agency

**Strengths of partners:**

### **Southern NGOs.**

- knowledge of the milieu (culture, language);
- lower costs (salaries, housing, services);
- local technical expertise;
- continuity.

### **Northern PVO/NGOs.**

- financial base;
- organizational and management capacity;
- credibility.

## **Weaknesses of partners:**

### **Southern NGOs.**

- lack of experience;
- financial weakness.

### **Northern NGOs.**

- "dirigisme";
- higher costs;
- cultural shock.

## **Advantages of partnership:**

- complementarity;
- exchange of experience;
- effectiveness of action;
- continuity;
- institutional strengthening;
- inter-cultural exchanges;
- sharing of responsibilities;
- strengthening of credibility (donors, authorities, populations of North and South).

## **3. Preconditions for partnership**

These concern everything that needs to be done before beginning to concretize a partnership. The following steps are critical:

**Identification of potential partners.** This is above all facilitated by the making of initial contacts (formal or informal), and the launching of a dialogue.

### **Demonstration of the desire to form a partnership by:**

- the definition of general orientations;
- the definition of objectives;
- the taking of decisions.

### **Definition of a program of partnership including the following elements:**

- length of program;
- sectors of activity;
- geographical zones of action;
- target groups;
- specific activities;
- means (human, material and financial).

**Development and signing of a protocol agreement containing the following points:**

- duration;
- activities, zones, beneficiaries;
- precise definition of roles and responsibilities of each party;
- size of budget;
- signatures.

**Conditions to be fulfilled:**

- desire for collaboration;
- commonality of objectives;
- communication, dialogue, information;
- mutual respect;
- accountability of both parties;
- reciprocal confidence;
- respect for commitments;
- availability of funds.

**Financial aspects:**

- development of a budget;
- determination of contributions to be made by partners;
- definition of management system.

**4. Criteria for evaluation of a partnership**

**Positive indicators:**

- Knowledge of each other translating into compatible objectives, philosophies, and approaches as well as compatible constraints and principles;
- Mutual confidence achieved through mutual interests, mutual credibility (moral, technical, professional), mutual understanding, and self-confidence;
- Equality of the partners in decision-making and management;
- Respect for the sovereignty of each partner, interdependence, a spirit of solidarity, dialogue and complementarity;
- Secure relations based on the establishment of a system of cooperation (in the long-term);
- Respect for the programs and the protocol agreement;

- Transparency at the level of all partners;
- Spirit of participation and commitment to strengthening of capacity of all partners;
- Self-evaluation, mutual evaluation, participatory evaluation;
- Permanent dialogue during the period of collaboration.

**Negative indicators:**

- Ignorance of each others' capacities;
- Mistrust among the partners leading to a "policing" attitude and a lack of self-confidence;
- Poor circulation of information among the partners, lack of transparency;
- Lack of confidence;
- Poor management;
- Loss of identity and dependence of one partner on another;
- Competition among partners.

**B. Concrete actions to be taken**

After the different debates on the theoretical aspects of partnership, the participants proposed the precise actions which could be taken individually, or collectively with other actors with a view to the concretization of a real partnership.

**1. Concrete actions to be taken with a view to the emergence and development of partnership**

**By individuals:**

- adherence to the participatory approach to development;
- willingness to collaborate;

- work towards mutual institutional strengthening and appropriate sharing of responsibility;
- use and provide information to available databases (eg. CCA/ONG and others) to inform partnership process.

**By the consortia:**

- disseminate information of PVO/NGO members;
- promote the multiplication of contacts between potential partners (assist young NGOs in finding partners);
- exchange information among consortia on existing and potential partners (North-North, South-South, North-South);
- exchange databases;
- create occasions for meetings and working groups on specific themes;
- encourage exchanges in national and local languages.

**2. What can the Northern and Southern PVO/NGOs do together in order to influence the development assistance policies of the bilateral and multilateral donor agencies?**

- Know and understand the donor agencies better;
- Sensitize and inform the populations of the North and South regarding the role of PVO/NGOs in development;
- Know the realities of the local context;
- Sensitize the public authorities and the donor agencies regarding the role of PVO/NGOs;
- Disseminate evaluations and analyses of PVO/NGO activities;
- Encourage a spirit of solidarity among Northern and Southern PVO/NGOs in their relations with donors;
- Use the media to publicize PVO/NGO activities and lessons learned in order to educate the public;

- Write up the experiences of PVO/NGOs, especially as they concern Southern NGOs;
- Invite the donor agencies to visit projects in the field;
- Promote joint actions to influence the international financing organizations (World Bank, IMF, UNDP, etc.);
- Organize conferences for the donor agencies to discuss issues of concern to PVO/NGOs;
- Conduct joint and participatory evaluations with the donors.

### 3. Prospects for follow-up on the results of the Seminar

- Disseminate the results and report of the Seminar;
- Prepare a list of projects undertaken in partnership;
- Conduct regular discussions of partnership projects and programs in Mali (SCS, PVO Cofinancing, NRMs, etc.);
- Arrange follow-up seminar after a year (with the same participants, if possible);
- Hold meeting to inform the other PVO/NGOs in Mali;
- Set up a follow-up committee within the consortium;
- Organize seminars on partnership (local, regional, international);
- Sensitize field staff in order to promote partnership;
- Dialogue among leaders of PVO/NGOs.

At the end of this debate on the synthesis of the different themes, the Seminar adopted a joint declaration, the contents of which was as follows:

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### JOINT DECLARATION OF THE SEMINAR PARTICIPANTS

The participants of the Partnership Seminar held September 19-21, 1990 in Bamako congratulate each other on this happy initiative and commit themselves solemnly to place all their efforts towards promoting a dynamic partnership in order to achieve the self-reliance and development of the populations.

The Seminar participants also endorse the organization of further workshops to discuss in more depth the "problematique" of partnership.

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### **III. EVALUATION OF THE SEMINAR**

At the conclusion of the Seminar, an evaluation was conducted on the basis of the expectations and objectives formulated at the beginning, and on a questionnaire completed by the participants.

#### **A. Realization of expectations**

Of the ten expectations formulated at the start of the Seminar, the participants judged that seven had been entirely satisfied, one partially satisfied, and two others not at all.

##### 1. Expectations met:

- (1) What do we understand by "partnership" and what are the criteria for choosing a partner?
- (2) Different factors of success or failure of a partnership:
  - how to arrive at a balanced partnership
  - mechanisms of dialogue and collaboration
  - advantages and disadvantages.
- (3) The roles of the different partners and their relations with the donor agencies.
- (4) The prospects for the future of partnership and the enrichment of our experience on the subject.
- (5) Frank discussions during the course of the Seminar.
- (6) To arrive at recommendations for the healthy development of a partnership.
- (7) Different forms of partnership, as well as management systems, and a procedural guide.

##### 2. Expectations realized only in part

- (1) How to reach the most disadvantaged populations by means of partnership.

### **3. Unrealized expectations**

- (1) Institutional strengthening by means of partnership (for example, collaboration among NGOs in the conception and implementation of projects).
- (2) Identification of potential partners at the end of the Seminar.

[In reality, the Seminar was not the appropriate context to respond to these last two expectations. They must be realized in the context of future actions undertaken by the participants themselves.]

### **B. Realization of objectives**

The partners were unanimous that all of the objectives assigned to the Seminar were achieved. These objectives were:

- to improve the level of understanding of partnership issues among the Northern and Southern PVO/NGOs operating in Mali;
- to encourage the creation or strengthening of partnerships between seminar participants;
- to discuss their perspectives on the institutional development aspects of partnership;
- to improve the knowledge of and lessons learned from existing experience through presentation of case studies of partnership;
- at the end of the Seminar, the participants would commit themselves to strengthen or establish the partnership approach in their development activities.

### **C. Analysis of the results of the evaluation questionnaire**

A questionnaire circulated to the participants at the conclusion of the Seminar permitted the collection of their impressions of the themes, the case studies, the pedagogical approach, and the length of the Seminar. The questionnaire is included as Annex E. From an analysis of these observations and suggestions, the following ideas emerged consistently:

1. On whether the case studies were sufficiently representative

The majority of the respondents (22 out of 35) recognized that the case studies were representative of the partnership experience in Mali. Certain participants (7) did not wish to take a position on this question. Nevertheless, a small number felt that the case studies did not touch on all aspects of the Malian experience. Those aspects cited as not having been covered included:

- the difficulties in understanding among partners of the North and South;
- the origins of partnership relations;
- partnership between NGOs and local populations;
- partnerships between Northern NGOs and the national public technical services;
- NGO partnerships with the private sector;
- partnerships between villages;
- partnerships between the State (national government) and villages.

2. On the pedagogical approach

Nineteen participants found that the approach was good, ten found it to have been adequate, and four found it bad. Two participants did not wish to indicate a view on this point.

3. On the relative interest of the different working sessions

Fourteen participants were in favor of the working groups, fourteen others found all of the sessions useful, seven found particular satisfaction in the plenary synthesis sessions. One participant indicated the themes which interested him/her the most - those on the concept and preconditions of partnership.

The participants did not hesitate to indicate the reasons behind their interest in one or the other session. These were, in order of importance:

- exchange of information and enrichment of knowledge;
- frank discussions;

- better knowledge of each other.

#### 4. Opportunity for participatory discussion

On the question of whether there had been sufficient opportunity for participatory discussion, twenty-five participants responded in the affirmative and ten negative.

#### 5. Length of the Seminar

The majority (23) found the length appropriate, eleven found it too short, and one person found it too long.

#### 6. Level of general satisfaction

The average of the points given by the participants to indicate their level of satisfaction was 7.5 out of 10.

### IV. CONCLUSION

With regard to the results of the evaluation, we can affirm that the Seminar fulfilled our hopes. It permitted a fruitful exchange of experiences which, in turn, brought about an enrichment of knowledge on the "problematique" of partnership.

Certainly, this Seminar did not produce the last word on partnership, but we emerged with a clearer sense of the future stages to be passed through on the road to development of a partnership resolutely aimed at improving the living conditions of disadvantaged populations.

The "joint declaration", and the envisaged concrete actions, are witness to the willingness of the participants to move away from theoretical discussions (interesting as they may be) and to translate them into the deeds of genuine partnership. These expected concrete actions constitute the elements of follow-up on which to judge the impact of the Seminar.

**APPENDIX A.**  
**PARTNERSHIP SEMINAR PROGRAM**  
**SEPTEMBER 19-21, 1990**

**BAMAKO, MALI**

**PREPARATION DU SEMINAIRE SUR LE PARTENARIAT  
19, 20 ET 21 SEPTEMBRE 1990 - BAMAKO, MALI**

**PROGRAMME**

**1er Jour: Mercredi 19/09/90**

- 09H00 - 09H30: Discours d'ouverture du Président du CCA-ONG.
- 09H30 - 10H30: Brève présentation des participants et leur organisations.
- 10H30 - 10H45: Pause Café.
- 10H45 - 11H00: Attentes des participants par rapport au séminaire.
- 11H00 - 13H00: Présentation des études de cas (8 études de cas) et questions d'éclaircissement.
- 13H00 - 14H30: Déjeuner.
- 14H30 - 15H30: Discussion approfondie sur les études de cas.
- 15H30 - 16H30: Travaux de groupe sur les grands thèmes suivants (un thème par groupe):
1. Concept du partenariat
  2. Le partenariat comme approche du développement
  3. Les préalables d'un partenariat
  4. Les critères d'appréciation d'un partenariat.

**2ème Jour: Jeudi 20/09/90**

- 09H00 - 11H00: Continuité des travaux en groupe.
- 11H00 - 11H15: Pause.
- 11H15 - 13H00: Présentation et discussion des travaux de 3 groupes (en plénière: 10 minutes exposé; 30 minutes débats).
- 13H00 - 14H30: Déjeuner.
- 14H30 - 15H10: Présentation des travaux du 4ème groupe.
- 15H10 - 16H30: Présentation et discussion sur:
- SCS
  - Cofinancing Project,
  - Résultats du Projet de Partenariat d'InterAction-FOVAD.

**3ème Jour: Vendredi 21/09/90**

09H00 - 11H00: Travaux de groupe sur les thèmes suivants (traités par tous les groupes):

1. Disposition concrètes à prendre en vue de l'émergence et du développement du partenariat:
  - par les individus en tant que membres, employés et représentants d'ONG/PVO;
  - par les ONG/PVO;
  - par le collectif des ONG (maliennes, Sud-Sud, Nord-Sud, Nord-Nord).
2. Qu'est-ce que les ONG/PVO du Sud et du Nord peuvent faire ensemble pour influencer les politiques d'aide au développement des bailleurs de fonds.
3. Perspectives de suivi des résultats du séminaire.

11H00 - 11H15: Pause.

11H15 - 12H00: Présentation des travaux de groupes.

12H00 - 13H00: Discussion approfondie.

13H00 - 14H30: Déjeuner.

14H30 - 15H30: Synthèse.

15H30 - 16H30: Evaluation.

**APPENDIX B.**  
**OPENING COMMENTS**  
**PRESIDENT, CCA/ONG**

**REMARKS BY THE PRESIDENT OF CCA/ONG ON THE OCCASION OF THE  
OPENING OF THE PARTNERSHIP SEMINAR IN BAMAKO, MALI  
SEPTEMBER 19-21, 1990**

Ladies and gentlemen,

On behalf of CCA/ONG, I am happy to welcome you to the opening of the Partnership Seminar sponsored and organized jointly by the PVO/NGO Initiatives Project and CCA/ONG.

I would like to profit from this occasion to thank on your behalf, Anne Drabek, the director of the PVO/NGO Initiatives Project, for having had the idea to organize this Seminar, and for all of the efforts which she has made to encourage PVO/NGOs in general and to improve relations between Northern and Southern PVO/NGOs.

For almost ten years, our country has been fighting against insurmountable difficulties - economic, political, social, ecological due to natural calamities, indebtedness, falling prices for primary commodities, etc.

Facing these problems, the official reactions have been reduced to a minimum and have resulted in the retreat of the State from sectors essential to the survival of the population, whether disadvantaged or not.

This catastrophic situation imposes new roles and new challenges on the PVO/NGOs.

Over the last several years, the Northern PVO/NGOs have been fighting on several fronts - as much inside their countries to inform and to collect funds for their institutions and to pressure their governments in favor of our countries as outside in our countries to satisfy the basic needs of the most disadvantaged and then to promote sustainable development.

Today we are witnessing the emergence of numerous African NGOs which want to play a no less important but legitimate role in the development of their country. They often lack experience and funding and do not have access to the official fora where the strategic development problems of their country are discussed.

Also, there is a new challenge which has been posed to the Northern PVO/NGOs in their solidarity with the South for:

- their institutional strengthening;
- the development of their operational capacity while respecting their integrity and

their autonomy.

Several examples of successful partnership already exist in Mali. What we hope for here is to move beyond rhetoric on partnership in order to discuss in depth, on the basis of our concrete experience:

- its "raison d'être";
- its significance;
- its implications; and
- its conditions, principles and modes of operation.

This Seminar is an opportunity that we must seize to discuss frankly our strengths and our weaknesses, our needs and our constraints, in order to see how we can improve our interventions in the field in favor of the populations of the South and better inform and better involve the populations of the North in our actions of solidarity.

Being certain that this meeting will make a positive mark on the relations between Northern and Southern PVO/NGOs, I wish you success in your work and declare the Partnership Seminar open.

MOUSTAPHA SOUMARE

PRESIDENT DU CCA/ONG

**APPENDIX C.**  
**LIST OF PARTICIPANTS**

## SEMINAIRE SUR LE PARTENARIAT AU MALI

Du 19 au 21 Septembre, 1990

Bamako, MALI

### LISTE DES PARTICIPANTS

#### ONG Maliennes

Abou Ag ASSABIT, Assoc.Tassaght  
Mamadou DEMBELE, AMAPROS  
Adama Sidi DIAKITE, JAP  
Gouro Sidi Aly DIALLO, GRAD  
Mani DIARRA, AMAC  
Baba Adbou DICKO, SEAD/GAO  
Fousséni DIARRASSOUBA, ADAK  
Mme. DJIGA Nafissa, AMRAD  
Benjamin FOMBA, AMIPJ  
Mme. Cisse Founé, ADAF/GALLE  
Famory Jean KAMISSOKO, Stop-Sahel  
MME. KEITA Maria DIARRA, AED  
Modibo MARIKO, GUAMINA  
Youssef Ag Mohammed, GARI  
Bakary SOME, AMADE  
Youssef SANOGO, GRAT  
Mahambé SYLLA, CEPES  
Boureima Allaye TOURE, OMAES  
Abdoulaye TOURE, ADEV  
Moctar Sékou TRAORE, KILABO  
Mossa YATTARA, ACD

#### PVO Américaines

Barnabé DIARRA, Save the Children  
Karen DIOP, Plan International  
Deborah FREDO, World Education  
Clément KONE, Vision Mondiale  
David J. OLSON, LWR  
Boubacar OUANE, CARE-Mali  
Tiémoko Souleymane SANGARE,  
OXFAM  
Abdou TOGOLA, Africare

#### ONG du Nord

Mamédi SIDIBE, USC-Canada/Mali  
Dramane SAMAKE, SUCCO  
Jérôme BERTRAND-HARDY, AFVP  
Mireille TRUDELLE, SDID  
Kadidia TRAORE, GANS

Yaya KONE, AEC

Jean TESSOUGUE, AGEMPEM  
Moustapha DIOMBELE, SIX S-Mopti  
Mahamadou TOURE, CECI  
Ganta KARABENTA, ACORD  
Alexis DIOUF, UNAI

#### USAID/Bamako

Robin POULTON

#### Observateurs

Seydou Modi BARRY, AMAS  
Daniel COULIBALY, World Vision  
Abdoul AZIZ DIALLO, SECO/ONG  
George THOMPSON, USAID/Bamako  
Kathy TILFORD, CARE-Mali

#### CCA/ONG

Amadou BOUARE  
Jean DAKOUO  
Moussa KONATE  
Issa SIDIBE  
Massaman SINABA, SCS/MALI  
Moustapha SOUMARE

#### Facilitateurs

Edmond DEMBELE, AMRAD  
Yacouba DEME, CCA/ONG  
Anne Drabek, PVO/NGO Initiatives  
Carolyn Long, InterAction

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**APPENDIX D.**

**QUESTIONNAIRE ON PARTNERSHIP EXPERIENCES**

Draft Partnership Questionnaire

(to be administered to all seminar participants  
prior to the seminar)

1. What do you expect your organization to gain from a partnership?
2. What lessons have you learned from any existing or past partnerships?
3. Did the partnership have clear goals and objectives? were they met?
4. What precipitated the formation of the partnership? a particular event? a personal contact? other?
5. What are the most significant limitations you have encountered in developing your partnership?
6. Did the partnership have any unexpected benefits? problems?
7. What were the major factors that led to the success or failure of the partnership? why?
8. What would you do differently next time?

**APPENDIX E.**

**SEMINAR EVALUATION QUESTIONNAIRE**

