

# USAID/MALI

## ANNUAL REPORT 2002



The attached Results Information is from  
Annual Report 2002 for Mali and was assembled and  
analyzed by USAID/Mali.

The Annual Report is a "pre-decisional" USAID document and does  
not reflect results stemming from formal USAID reviews.  
Additional information on the attached can be obtained  
from Doral Watts, AFR/WA Desk Officer.

## **Please Note:**

The attached RESULTS INFORMATION is from the FY 2002 Annual report, and was assembled and analyzed by the country or USAID operating unit identified on the cover page.

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### **Part III FY 2001 Performance Narrative**

In 2001, USAID/MALI put a tremendous amount of effort into evaluating both the programmatic progress and financial status of the Strategic Objectives (SOs) and in determining the specific directions of the new Country Strategic Plan 2003-2012. Several in-house reviews were held and more than ten expert teams produced analytical assessments. We found that although we achieved some significant results in education, democracy and economic growth, progress in most SOs was slower than anticipated. Most health sector results were below expectations. Pipelines have not diminished at the expected rate.

From this rigorous evaluative process, we learned some tough lessons:

- 1) The use of consolidated agreements cuts down on number of management units, but they are difficult to manage and do not automatically increase synergy;
- 2) Proper choice of procurement instruments is vital to the success of the program – assistance instruments (grants and cooperative agreements) serve a different function than contracts and are hard to “control”;
- 3) As much attention must be paid by managers to the financial side (burn rates, mortgages, pipelines) as is paid to the technical aspects of programs; and
- 4) Good baseline data and performance plans are critical to success.

The Mission has already made several adjustments based on these lessons. Significant progress was made in several areas, including: higher primary school enrollments, strengthened decentralization, launching of a full strategy to combat HIV/AIDS, and increased cereal production. There is no doubt that USAID’s programs are making a noticeable difference in the lives of thousands of Malians, the majority of whom are living on less than a dollar a day.

All our major indicators were audited in 2001 as part of the Inspector General’s analysis Procedures Related to Performance Monitoring for Indicators Appearing in the FY 2003 R4 for Selected USAID Missions. Data quality was assessed and found acceptable. Health data was drawn principally from the 2001 DHS survey. USAID/Mali is reporting on a calendar year basis as has been done in the past. For the moment there is no other choice, since all USAID procurement instruments (many are scheduled for completion in 2002) call for yearly reports on a calendar year basis. Also, all the national statistics are reported on a calendar year basis. In all new instruments, USAID will request fiscal year reporting for those activities being tracked by partners.

#### **A. Youth Strategic Objective - Health (688-001)**

Improved Social and Economic Behaviors Among Youth has been divided into the health and education sectors and these are reported separately. Overall, the health program was not able to meet the majority of the numerical targets that were set for 2001, although progress was made on numerous fronts (see Annex G). A key achievement is the first full year’s implementation of USAID/Mali’s program for combating HIV/AIDS, including the openings of a socially-marketed voluntary counseling and testing center and a sexually-transmitted infection diagnostic testing laboratory, implementation of national media campaigns, launching of behavior change communications activities, and developing an AIDS impact advocacy tool.

In 2001, with assistance from the Centers of Disease Control, Mali was the first country to introduce HIV prevalence testing into a general population-based health study, the Demographic and Health Survey (DHS). Quantitative and qualitative studies on youth reproductive behaviors and perceptions of HIV were also conducted last year. These data, complemented by high-risk group behavior and prevalence data from 2000, have been used to make significant advances in HIV/AIDS prevention programming. Mali’s first voluntary counseling and testing center opened in Bamako in December, with surprisingly large numbers of clients already seeking these services. Rapid test kits are being used and validated during the first three months of services. A sexually transmitted infection treatment algorithm is also being validated. Sentinel surveillance training is being conducted in preparation for its relaunch.

While significant efforts were devoted to HIV/AIDS interventions, continuously low service use rates prompted USAID and its implementing partners to focus on ensuring quality health services, and on addressing selected service delivery weaknesses. As such, the Policies, Norms and Procedures documents, which set service quality standards, were disseminated nationwide. Integrated Supervision Guide dissemination and training, which allow trainees to apply their learning in practical field settings, are still ongoing, although somewhat behind schedule. By the end of 2001, 33% (up from 27% in 2000, but less than the target of 40%) of Mali's service providers were applying Policies, Norms and Procedures correctly; 13% of the structures were supervised according to the new Integrated Supervision Guide; and two regions had developed in-service training plans per the National In-Service Training Strategy, with a third region coming on line early this calendar year. Immunization programs were strengthened by technical assistance for routine vaccination planning. Nevertheless, per 2001 DHS results, immunization coverage remains disappointingly low (34% for DPT3; 21.5% fully vaccinated). Decentralized health authorities were strengthened through workshops on use of local financing for health services. Two participatory operations research studies contributed to skills development and generated information for use in programming. Information systems training has been provided on the use of computerized systems to manage routine data, database management, and Internet use. While access to services nationwide increased somewhat (from 59% to 63%), this indicator did not change significantly in areas where USAID supported private voluntary organizations were conducting interventions. These programs are in their last year of implementation.

The 2000 crisis in contraceptive commodity management continues to affect couple years of protection (only 180,661 couple years of protection in 2001, with a target of 220,000) and access to family planning. Among other problems, the pre-2001 network inappropriately included sites not authorized for hormonal product (pills) distribution (this situation has since been corrected to comply with public health regulation of hormonal products, thus affecting couple years of protection). Working through the issues served to underscore the almost non-existent political-level support for family planning in Mali and to identify yet other complicating factors, i.e., Federal Regulations governing use of revenues earned from USAID-donated contraceptives under acquisition instruments. Taken together, the family planning/contraceptive program presented the biggest challenge to the health team in 2001. To address the issues and in an effort to consolidate the many years of investment in family planning in Mali, USAID is working with the Ministry of Health in developing a long-term contraceptive security plan. In April 2001, the Ministry created a committee charged with developing and overseeing its implementation. The committee has been meeting and an initial plan is to be validated in March 2002.

The USAID health team calendar year 2002 work plan includes an entry on "family planning relaunch", starting with consensus building among other donors and pursuing coordinated advocacy for family planning with the Ministry of Health and stakeholders. For this, USAID has already commissioned a partner to do a family planning advocacy model, using 2001 DHS data and results of a just-completed study assessing the Mali family planning program. We note that the Mission's efforts to relaunch the family planning program last year through community-based distribution were thwarted by lack of support from the Ministry of Health. Meanwhile, under Federal Regulations, the private distributor can not retain income earned under a sub-contractual arrangement generated by the sale of U.S.-donated family planning commodities. Such income earned must be credited back to the USG. This had a negative impact on the profit motive of the private distributor and necessitated a major change in the management of the Mission's social marketing program. As such, USAID has had to enter into a complex tri-partite agreement with the Ministry of Health and the private distributor, which puts significant oversight burden directly on USAID.

While contraceptive distribution and sales have been daily management issues, recent DHS data confirmed that little progress has been made in the health sector nationwide. USAID has assumed a proactive stance to effect major course corrections in our program, in anticipation of "getting back to the basics" under the new Country Strategic Plan. For this, and given the one-year extension of the current Country Strategic Plan, only selected activities (family planning promotion, contraceptive security, HIV prevention, reproductive and child health training) will be continued. Others, specifically youth development activities, and field activities currently being implemented by PVOs, will be terminated at the end of the Cooperative Agreements (September, 2002). The Mission has determined that private

voluntary organization (PVO) activities, as implemented under this program, are far too costly and too limited in coverage to have any significant impact on a national level. We have opted to invest in those processes and steps that are working or that still need to be developed to address deficiencies of the past. New elements (job aides for service providers, wide-scale malaria prevention, nutrition best practices, community-level services, behavior change approaches) will be introduced.

The Health budget (Child Survival and Health) for FY 2002 is divided between the current program (to complete ongoing activities and bridging elements) and the new Reproductive and Child Health Strategic Objective (for starting new initiatives in FY 2003). Not all available resources are needed for the current activities and one-year extension, as noted above. Those will be programmed for initiating activities under the new Country Strategic Plan.

## **B. Youth Strategic Objective—Education (688-001)**

The education portion of SO1, “**Improved basic education (5-15 years),**” met most targets in 2001. USAID’s partners’ reports indicate many targets were exceeded (see Annex G). However, due to certain contracting limitations, there are some discrepancies in the program data for USAID’s geographic concentration areas. The Mission will correct these prior to next year’s annual report by amending agreements for inclusion of uniform, comparable data. A major achievement in 2001 is the tacit recognition by the Malian government (GRM) that community schools must be integrated into the nation’s “official” education system and that steps are being made to do so. Also, USAID’s efforts in community school establishment has directly led to 133,000 more children presently being in school (14% of total primary school enrollment).

USAID’s support to community schools in 2001, including the construction of 123 new schools and 173 new classrooms for existing schools, brings the total number of community schools supported by USAID to 1,665. USAID has been working with other donors in encouraging the GRM to take some of the financial burden of poor, rural communities committed to schooling but lacking a full complement of resources to sustain their schools without outside support. In 2000, the GRM started paying a small portion of community schoolteachers’ salaries. In 2001, the GRM has agreed to pay the entire salary of all 4,400 community schoolteachers.

USAID has been working with other donors in encouraging the GRM to absorb some of the costs of operating community schools, including use of debt relief. USAID is a key player in the development of the GRM’s Poverty Reduction Strategy Paper for education—a plan that shows how Heavily-Indebted Poor Country debt relief will free resources for community schools and provide resources for locally run public schools. Also notable in 2001, through USAID dialogue with government, the local education offices responsible for in-service training have begun offering training to community schoolteachers, as well as their public school counterparts. This should raise the quality of teaching for all students.

In addition to effecting policy change (see Annex F), USAID’s other major achievements in 2001 include addressing Mali’s critical teacher shortage and professional growth of the teaching force through the recruitment and pre-service training of the 1,638 new teachers and in-service training for another 1,225 teachers. Other achievements affecting the quality of learning in Mali were the production and distribution of over 35,000 books for school libraries and of over 43,000 textbooks in eight maternal languages in support of the GRM’s recent policy shift towards teaching in maternal languages at the primary school level. The language of instruction for most Malian schoolchildren is French. This represents a formidable leap from maternal languages to the language of school—a leap that many children have difficulty making. With the introduction of maternal languages in school, and learning materials to support this shift, students are able to focus more on the business of learning and less on the language of instruction. Another key accomplishment in 2001 for improving educational quality was the development of new curricula for grades one and two. USAID, through the principal contractor and the French Cooperation (French aid organization), provided key assistance in the formulation of student-relevant curricula that are both competency-based and that integrate activities to promote health, nutrition and life skills. USAID also expanded girl-friendly classroom practices developed and piloted at 60 community schools in 2000 and at public schools in two regions in 2001, beginning its integration into the public

system. Also in support of quality schooling for girls, USAID continued its assistance to school management committees and parent associations in mobilizing communities to enroll girls in school and to provide special mentoring programs to monitor girls' progress once in school. Though USAID planned to finish activities under the Education for Development and Democracy Initiative (EDDI) in 2001, completion has lagged due to host-country procurement issues. Procurement is now well underway and, in 2002, USAID expects that the ministry's pedagogical centers will be fully equipped.

While USAID has had great success in its community school programs, they still pose major challenges. In 2001, while achievement on the seventh grade entrance exam was significantly higher in schools supported by one USAID-funded PVO than the national average—66.5% overall and 64% for girls as opposed to the national average of 55.3%—the gross access rate and the gross enrollment rate in 2001 for community schools were lower than the national averages. Furthermore, the access rate in community schools appears to be declining. Girls' access and enrollment in community schools are generally lower than that of public schools. This is particularly disturbing since one of the advantages community schools have is their close proximity to home and the parental "buy-in" to education, the lack of which have been identified as barriers to girls' participation in school. To address these shortcomings, USAID will take two actions in 2002 and 2003. First, it will commission an independent study of USAID-sponsored community schools to determine the reasons for overall declining enrollment and poorer participation of girls. Second, rather than just continuing to expand the number of community schools, based on the findings of the evaluation USAID will work with its PVO partners to modify their interventions with community schools for improving quality.

Not all resources budgeted for Basic Education in FY 2002 will be needed to complete current activities and the extended elements to be undertaken in FY 2003. A portion will be used to initiate activities under the new Country Strategic Plan and its Expanded and Improved Basic Education Strategic Objective.

### **C. Sustainable Economic Growth Strategic Objective (688-002)**

The Sustainable Economic Growth (SEG) Strategic Objective met or exceeded only half of the 2001 targets, but did achieve some noteworthy gains (see Annex G). Attributable largely to USAID efforts, Mali again had a record production of rice at 840,051 metric tons, a 13% gain over 2000 (third record year in a row, despite declines in rainfall). As a major achievement in 2001, domestic cereal production grew to about 2.9 million metric tons (tons), 24% higher than last year's harvest. Unfortunately, the value-added of cereals declined and related targets were not met. The 2001/2002 cereal balance sheet indicates that Mali will have an overall cereal surplus of 230,000 tons (including 54,000 tons in rice), following a deficit in 2000/2001 of approximately 140,000 tons. Total cultivation area under alternative commodities reached 21,500 hectares in SEG targeted zones, which represents an increase of 104% in the last two years.

Trade in both cereals and targeted alternative commodities (green beans, sesame, tomatoes, and mangoes) grew significantly. About 50,000 tons of cereal has been exported from Mali to Niger in 2001 and an agreement to export 500 head of cattle to Guinea has been signed between the traders of the two countries. There were marked increases in trade of alternative crops for the 2001 agricultural season: 985 tons of green beans exported to regional markets and Europe; 355 tons of organic sesame exported to France; 1,550 tons of tomatoes for domestic markets; 2,150 tons of mangoes exported to Europe. In the program targeted zones, four private companies, as well as 65 women's groups, were actively involved in processing and trade of alternative crops, as compared to two companies and 59 women's groups last year.

A major breakthrough has been made on the marketing front during year 2001. Through the USAID-created marketing information network, more formal contracts are now signed between traders and more payments are now made through the banking system. Also the timeliness of market information in Mali has been significantly improved due to the creation of an inter-connection of many local market data collection units throughout the country and the central unit in Bamako. The range of information products has also widened and includes not only cereal and livestock market information, but also information on horticultural markets and selected processed food products.

USAID-supported micro-credit results to date are largely on target, showing substantive gains. The amount of savings mobilized by SEG-supported micro-finance institutions increased to \$1,268,702 in 2001, a gain of 12%. Outstanding loans increased by 18% to \$4,048,462. The total number of loans provided over the year increased from 71,582 to 84,252. The percentage of operational self-sufficiency increased from 56% to 65%, but this remains a major challenge, as progress is slow.

The number of farmers in the Office of the Upper Niger (OHVN) area adopting improved natural resource management practices to increase production and protect the resource base continues to grow. This past year an additional 1,177 farmers adopted new practices leading to agricultural stabilization and increased forestation (cumulative total of 33,075 farmers is on target). Also, a USAID-supported U.S. PVO showed impressive results through its promotion and sales of efficient wood burning stoves. The number of stoves sold this year (14,447) gained only slightly over 2000, however the total number of stoves sold so far (44,865) has saved about 17,000 hectares of forests because of improved efficiency and economies (about 6,000 hectares saved in 2001) and reduced CO2 emissions by 147,997 tons (47,696 tons in 2001).

A new agriculture credit mechanism, bank loan guarantees provided through the Development Credit Authority, is being implemented in response to the lack of investment financing in the agribusiness sector. The program promotes increased access of small, medium and large agribusinesses to bank financing through a guaranteed fund that will cover 50% of the risk associated with lending to enterprises in the agribusiness sector. USAID/Mali has signed agreements with two private banks as the implementing financial intermediaries of the program, potentially generating \$3,700,000 in guaranteed credit. However, there is simply not enough credit for agriculture and this remains a major challenge. The potential for expansion is enormous (235,000 hectares) but so is the amount of capital required for infrastructure (for irrigated land development and canal construction, over \$1 billion is needed).

The Sustainable Economic Growth budget for FY 2002 is divided between the current program (to complete ongoing activities and bridging elements) and the new Accelerated Economic Growth Strategic Objective (for starting new initiatives in FY 2003). Not all available resources are needed for the current activities and one-year extension, and the bulk will be used to initiate the new program.

#### **D. Democratic Governance Strategic Objective (688-003)**

The DG Strategic Objective met about half of its targets for 2001 (see Annex G), but qualitative gains were impressive: creation of an enabling environment for enhancing decentralization, training of newly elected leaders in principles of decentralization, provision of technical assistance in harmonizing financial management systems between local and central government, support of civil society groups to engage in policy reform advocacy and conflict management, and provision of leadership training for young women in public and civil society institutions. The major achievement was USAID's assistance in producing a financial manual for the new communes and teaching communal officials in its implementation. Subsequently, the Malian government adopted it as the official commune accounting system nationwide (USAID Pillar 2, Objective 4).

For the overall program, results are measured by the percentage of community organizations (COs) forming good partnerships with local government in delivering public services. The performance data for 2001 did not meet targets (43% versus 60% planned), largely due to the expansion in local government (election of communal councils in mid-1999). But compared to 2000, the performance for 2001 was significant, growing from 31% to 43% and demonstrating the strengthening of partnerships between community organizations and local government. In measuring whether target community organizations are engaged in democratic self-governance and civic action, results exceeded planned levels in all COs (62% achieved versus 50% planned). Another measure is the percentage of COs pursuing specific issues through systematic civic actions, as defined by a multi-faceted process of strategic planning and implementation. Here, performance was below the planned targets, 41% achieved versus 90% planned for target COs. In measuring the number of target intermediary NGOs and Federations that effectively represent community organization interests, performance exceeded planned levels for all COs (75% achieved versus 60% planned).

During 2001, USAID provided training to newly elected leaders to enable them to understand their roles and responsibilities in the new decentralized structures of local governance. Through orientation workshops held in different regions of Mali, USAID, in collaboration with its local NGO partners and the government, trained about 4,000 newly elected communal leaders in the laws, regulations and principles of the decentralized local governance. This has contributed toward the adoption of appropriate procedures and practices by the locally elected leaders (USAID Pillar 2, Objective 4).

Politically active civil society organizations registered significant results in 2001 (USAID Pillar 2, Objective. 3). A notable victory of civil society organizations was the promulgation of the *Cooperative Law* in Mali, for which considerable effort and resources have been devoted to support its passage in the National Assembly. Passed in July 2001, the law strengthens the philosophy underlining the cooperative movement including solidarity, union, mutual help, democratic management and non-profit status (see Annex F). USAID-sponsored workshops also contributed to the elaboration and refinement of the draft *Law on Associations*, which has now been submitted to the Council of Ministers for review and subsequent submission to the National Assembly.

The Mission-supported umbrella grant program (grants to NGOs and community organization federations that undertake advocacy initiatives and civic actions) completed its first full year of implementation in 2001. The results of this program so far have been significant and in some instances, going way beyond targets. For example, there was an increase in the percentage of programs targeted at policy issues where two or more NGOs or federations worked together to alleviate the constraints (57% achieved over 50% targeted). Likewise, there was an increase in the number of civil society organizations who effectively represent their membership's interests through advocacy (88% achieved over 50% targeted). Although the success of civil society advocacy campaigns cannot be measured in a single year, 2001 was certainly a successful start.

Under the Presidential initiative, Education for Democracy and Development Initiative, 97 women graduated from the women leadership internship program. Young professional women were placed as interns in communes, the regional courts, National Assembly and NGOs, with the goal of "shadowing" women leaders who serve as mentors. The development impact of the interns, especially within the communes, has been invaluable: strengthening the capacity of the communes, including administration and planning; implementing development programs and conducting outreach activities within the community, often with women's groups; and ensuring that the communes responded to women's needs where they are largely underrepresented and frequently absent from the locus of decision-making.

Although not an integral part of our strategy, USAID is contributing significantly to leveling the playing field for the 2002 elections in Mali (USAID Pillar 2, Objective 1): a pre-election assessment was conducted, all active political parties were trained to participate in the electoral census and the revision of the electoral list, a communication strategy is being implemented with USAID technical assistance (including the use of rural radio), and a number of civic education workshops and activities were organized by civil society organizations.

Through the Democratic Governance Strategic Objective, major successes have been achieved in working with other SO programs for leveraging significant results. The DG program worked with community organizations concerned with health, education and economic growth sector activities through community health center associations, student parent associations, women's groups, savings and credit associations, agricultural producer groups, and livestock grower associations. The DG program provides training and technical assistance to these organizations in developing and strengthening democratic practices, effective management and civic action. The members of these organizations manage the delivery of basic services to their communities in health, education and economic opportunities and also influence the decisions-making processes for the well being of their communities.

The beneficiaries of this USAID program are the members and their families of the 1,285 civil society organizations, comprised of community organizations, including women groups, federations, and intermediary NGOS. The main beneficiaries for strengthening local government institutions are newly elected leaders.

A major challenge in the program has been the ability to quantify achievements, as progress in capacity development is often judgmental. Qualitative assessments are made more easily, but are difficult to measure over time. Another major challenge for democracy at the local level is the transfer by the government of responsibilities to communities and local-level elected leaders who have not had the training and experience in effective governance.

Overall, total resources allocated for the Democratic Governance Strategic Objective are increased by 10% to finance activities to be carried out in FY 2003. Remaining funds are programmed for the new Shared Governance Strategic Objective for initiating efforts under the new Country Strategic Plan.

#### **E. Information and Communications Special Objective (688-004)**

The Information & Communications Special Objective had another successful year, meeting or exceeding all targets (see Annex G). The major achievement has been the expanded use of rural radios for the delivery of development messages to their communities. In the radio sector, national coverage was at 80%, slightly exceeding the target for this indicator. This means that four of out five Malians have access to development information via a community-managed FM radio station, compared to less than one in five just six years ago.

A total of 241 radio producers (including 43 women) were trained in radio station management and in the production of radio messages on the electoral process, conflict resolution, HIV/AIDS, education, and livestock. This figure exceeds the target for 2001 by 61%. In addition, 22 Peace Corps volunteers and counterparts were trained in radio production techniques. Eight radio producers received Internet training, enabling them to use the resources of the Internet in the production of radio programs.

Eight communities received radio-broadcasting equipment, exceeding the target by 60%. The association of private radio stations in Mali (URTEL) was equipped with a radio production studio, and 64 WorldSpace digital receivers were distributed to community radio stations throughout the country. This system will allow the association URTEL to disseminate development programming in local languages via digital satellite, for broadcast on FM stations. A radio and television campaign on the upcoming elections was designed and is underway, ensuring that citizens are fully informed and understand their role in the electoral process.

A biannual festival of community radio (Festival des Ondes de Liberté) was held in Bamako, and for the first time, Malian radio stations won several of the top prizes for development-related programming. A radio station funded by the Information & Communications Special Objective won the prize awarded by the World Association of Community Radio Stations for the best radio program on democracy and decentralization.

Beneficiaries of the Information & Communications Special Objective's radio program development activities are Mali's rural, largely illiterate people who, without radio, would not have access to

information. Beneficiaries of the Internet activities are local civil society organizations, students, and the business community who count on Internet services to stay connected with the rest of the world.

The Information & Communications Special Objective program excels at working with other Strategic Objectives and at seeking opportunities for synergy. It developed a radio and television campaign on the role of citizens in the upcoming electoral process as part of the Democratic Governance efforts; it provided training for radio producers on education, health and HIV/AIDS, livestock and conflict resolution, contributing to all Strategic Objectives; and it trained partner organizations in the use of Internet resources for development. The program also provided technical assistance for partner organizations establishing Internet connections (Education and Economic Growth). Finally, the team conducted a seminar for all USAID partners on the use of radio for development activities.

The number of Internet Service Providers went from eight to 13 in 2001, exceeding the target by 150%. The number of partner organizations and institutions providing Internet access rose from 32 to 47, exceeding the target for this indicator by 200%. A new indicator has been developed for measuring total Internet "traffic" into and out of Mali. In 2001, this indicator, which is the total bandwidth coming into and going out of the national Internet gateway, rose to three megabytes (3 MB) in and 2 MB out, which exceeded the targets for this indicator by 50% and 100% respectively. Internet training of trainers was provided to five USAID partner organizations, including a Malian women's organization, the Malian association of private radio stations, a local natural resources NGO, a children's rights NGO and a local governance NGO. Computer equipment was provided to the Ministry of Youth and Sports for providing Internet access for youth organizations.

During 2001 a development alliance (part of USAID Pillar 1) was created. USAID, Cisco Systems (a major U.S. Information Technology firm), and the University of Mali joined forces in establishing a "Cisco Academy" training facility for information technology. USAID served as the facilitator for this collaboration, the University is providing staff and office space, and Cisco Systems is furnishing routers, training of trainers, training modules and curricula, with an estimated value of \$141,000.

The major challenge that the Special Objective faced in 2001 was the identification of an appropriate Internet training resource for the University of Mali. Desired is far more than just general user training, as the need is for academic linkages suitable for a university context. Fortunately, USAID has identified a mechanism for provision of the academic-specific training required, and a partnership with the University of Mali is being designed.

Overall, total resources allocated for the Information and Communications Special Objective are increased by 10% to finance activities to be carried out in FY 2003. Remaining funds are programmed for the new Information Technologies Special Objective for initiating efforts under the new Country Strategic Plan.

#### **F. Development in the North Special Objective (688-005)**

Development in the North Special Objective (North) met its expectations for the year 2001 (see Annex G). This is the third full year of program implementation and the program is making steady progress towards meeting its long-term strategic goal and short-term intermediate results. No major breakthroughs have been made.

The Development in the North Special Objective aims at consolidating peace and stability in the North through the strengthening of civil society, expansion of economic opportunities and access to basic social services. The North was the scene of an armed rebellion from 1990 to 1995. The two most important challenges faced by all development partners in the North are insecurity and the relative pervasiveness of the "assistance mentality". The former deters new partners from initiating development interventions in the North and the latter impedes the efforts of donors to shift from relief to sustainable local development. As the key indicator of peace and stability, the absence of any form of armed rebellion was reported during 2001. However, there are still cases of vehicle robberies perpetrated by armed bandits, affecting regional

stability. USAID/Mali is engaged in a policy dialogue with the Government to encourage them to take preventive, as well as corrective, measures to address the problem.

For measuring community organizations' development, training participation in basic management and civic education is shown; cumulatively, 230 community organizations attended training sessions organized by USAID-funded PVOs (vs. a planned target of 181). The purpose of the training is to provide targeted community organizations (i.e. parents' associations, management committees of community schools or community health centers, women associations, cooperatives of producers) with basic skills in literacy/numeracy, management, democratic governance, resource mobilization and civic action. Besides these training sessions, civic education messages intended for the general public are also designed and disseminated through local radio stations, aimed at all three regions.

For measuring growth in economic opportunities, USAID looks at creation of new business enterprises developed through the program; cumulatively 666 income-generating activities have been started with the financial and or technical assistance of implementing PVO partners (vs. a target of 697). Activities supported include: development of irrigated perimeters; set-up of market gardening; opening of small shops; operation of husking/milling machines; starting of women-owned small businesses to sell fish, fruit/vegetables, wood/charcoal; making handicrafts, etc.

Another performance measure is the number of schools created/renovated. Cumulatively, 28 community schools have been created in the region of Tombouctou and four public schools were built and equipped in the regions of Gao and Kidal. A total of 3,144 students are enrolled in these 32 primary schools (versus cumulative targets of 3,241 students and 37 schools). Although a PVO's development services were terminated during 2001, another Cooperative Agreement was approved to fill that gap. There was disruption from this changeover, caused some delay in delivery of needed services. In the community schools, gross enrollment rate increased from 7.5% in May 1999 to 46% by December 2001. Of the students enrolled in the community schools, 48% are girls. A major challenge to the community school program is that most villages have a fragile and precarious economic base and cannot support the cost of operating a complete primary school system (six grades with six teachers). USAID's partners are working with the school management committees to explore ways to increase revenues while decreasing the cost of operating the school.

Cumulatively, 92 water points have been constructed or renovated by USAID-funded PVOs (vs. 88 planned). Most of the water points are located at sites needing potable water for people and their livestock. Access to water has allowed many nomadic families to settle and engage in economic activities. It has also contributed notably to improve the health status of the communities. The water points constructed or renovated so far meet the needs of 2,587 households. Four new water points are located in schools and health centers. These are used as demonstration points to promote and instill good sanitation and hygiene practices in the community.

Overall, all necessary resources allocated for the North Special Objective are being allocated in FY 2002 to finance activities to be carried out in FY 2003. Additional activities to be carried there will be done under all the Strategic Objectives of the new Country Strategic Plan.

## **Part IV 2001 Performance Data Tables and Results Frameworks**

Selected Performance Measurement Tables (USAID Pillars) are shown here, as are the Strategic Objective Results Frameworks. The Performance Measure Indicators tied to the Results Framework and reported on previously in the R 4 are shown in Annex G. The Selected Performance Measurement Tables shown herein determined by USAID/W and are not necessarily tied directly to the USAID/Mali program and to progress made. Also shown here are the Results Frameworks for the ongoing Strategic Objectives and Special Objectives.

**Table 1: Annual Report Selected Performance Measures - Mali (All Data pertains to CY 2001)**

**March 4, 2002**

Indicator (CY 2001 Data)		OU Response			Fund Account	Data Quality Factors
<b>Pillar I: Global Development Alliance: GDA serves as a catalyst to mobilize the ideas, efforts, and resources of the private sector, corporate America and non-governmental organizations in support of shared objectives</b>						
1	Did your operating unit achieve a significant result working in alliance with the private sector or NGOs?	Yes XX	No	N/A	DA	See 2(a), 2(b), and 3 below.
2	a. How many alliances did you implement in 2001? (list partners)	Cisco Systems, Marshall Tannery Enterprises			DA	These alliances relate to establishing an Information Technology Resource Center (Cisco Systems), and a tannery (Marshall Tannery Enterprises).
	b. How many alliances do you plan to implement in FY 2002?	Proposals being submitted for public-private alliance, TRADE			DA	Depends on resources and opportunities.
3	What amount of funds has been leveraged by the alliances in relationship to USAID's contribution?	Cisco Systems, Marshall Tannery Enterprises			DA	Estimated Annual Contributions: USAID-\$50,000, Cisco Systems-\$141,000, USAID-\$150,000, Marshall Tannery Enterprises-\$500,000. Data Source: Mission Reports
<b>Pillar II: Economic Growth, Agriculture and Trade: USAID works to improve country economic performance using five approaches: (1) liberalizing markets, (2) improving agriculture, (3) supporting micro-enterprise, (4) ensuring primary education, and (5) protecting the environment and improving energy efficiency.</b>						
4	If you have a Strategic Objective or Objectives linked to the EGAT pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met	Not Met XX		Sustainable Economic Growth SO met or exceeded roughly half of the CY 2001 targets.
<b>USAID Objective 1: Critical, private markets expanded and strengthened</b>						
5	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		Agriculture exports for Mali products assisted by USAID (rice and livestock) grew, but amounts are still small.
<b>USAID Objective 2: More rapid and enhanced agricultural development and food security encouraged</b>						
6	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	DA	For 2001, domestic cereal production is estimated at 2.9 million metric tons, 24% higher than last year and total hectares of alternative crops increased to 21,500 hectares. Source: Mali Gov. Statistics
<b>USAID Objective 3: Access to economic opportunity for the rural and urban poor expanded and made more equitable</b>						
7	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	DA	Micro-credit availability grew by 18%, with loans outstanding at \$4,048,462. Savings increased 12% to \$1.2 million and the total number of loans increased from 71,582 to 84,252. Data Source: Contractor Reports.

Indicator (CY 2001 Data)		OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 4: Access to quality basic education for under-served populations, especially for girls and women, expanded</b>						
8	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	CSD (DA in 2002)	USAID support includes construction of 123 new schools and 173 new classrooms, bringing the cumulative total to 1,665. USAID education activities are the major factor in increased access and quality of primary schools. Source: PVO reports
9	a. Number of children enrolled in primary schools affected by USAID basic education programs (2001 actual)	Male	Female	Total 133,000	CSD	Over 133,000 students are in community schools today who would not have been without USAID assistance. This represents 14% of the total primary school enrollment in Mali. Data Source: Min of Education and other Partner Reports.
	b. Number of children enrolled in primary schools affected by USAID basic education programs (2002 target)			133,000	DA	Information by gender will be available for the next Annual Report
<b>USAID Objective 5: World's environment protected</b>						
10	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		Natural Resource Management activities contribute to protection of environment, as do fuelwood conservation efforts. Results are incremental and no major "breakthrough" was achieved in 2001.
11	a. Hectares under Approved Management Plans (2001 actual)					N/A
	b. Hectares under Approved Management Plans (2002 target)					N/A
<b>Pillar III: Global Health: USAID works to: (1) stabilize population, (2) improve child health, (3) improve maternal health, (4) address the HIV/AIDS epidemic, and (5) reduce the threat of other infectious diseases.</b>						
12	If you have a Strategic Objective or Objectives linked to the Global Health pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met	Not Met XX		USAID health program met or exceeded less than half of all 2001 targets.
<b>USAID Objective 1: Reducing the number of unintended pregnancies</b>						
13	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No XX	N/A		Family planning initiatives contribute to reduction of unintended pregnancies, but this is not measured
<b>USAID Objective 2: Reducing infant and child mortality</b>						
14	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No XX	N/A		USAID's health program is working to reduce infant/child mortality, but national results are only negligibly better since start-up.

Indicator (CY 2001 Data)		OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth</b>						
15	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No XX	N/A		The USAID health program promotes assisted pregnancies, but no significant gains have been made nationally.
<b>USAID Objective 4: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries</b>						
16	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No XX	N/A		The health program just completed the 1 <sup>st</sup> year of the new strategy to combat HIV/AIDS and results have not yet been measured.
<b>USAID Objective 5: Reducing the threat of infectious diseases of major public health importance</b>						
17	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No XX	N/A		The USAID health program is assisting with immunizations and malaria reduction, but no major "breakthroughs" have been achieved.
<b>Pillar IV: Democracy, Conflict and Humanitarian Assistance</b>						
18	If you have a Strategic Objective(s) linked to the Democracy, Conflict and Humanitarian Assistance Pillar, did it/they exceed, meet, or not meet its/their targets?	Exceed	Met XX	Not Met	DA	Of the 9 D/G indicators, 1 target was met, 3 targets were exceeded, and 4 were not met. Data collection on one remaining target has not been completed. Data Source: PVO Reports
<b>USAID Objective 1: Rule of law and respect for human rights of women as well as men strengthened</b>						
19	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		Combating corruption, establishment of rights for community organizations, and enhancing participation of women are all part of the USAID DG program, but rule of law is not a central component.
<b>USAID Objective 2: Credible and competitive political processes encouraged</b>						
20	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		Efforts are being made through the USAID program, but results will be seen in 2002 when national elections are held.
<b>USAID Objective 3: The development of politically active civil society promoted</b>						
21	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	DA	USAID has strengthened the capacity of various community organizations, associations, federations, and NGOs to operate effectively (over 1,285 in organizations)
<b>USAID Objective 4: More transparent and accountable government institutions encouraged</b>						
22	Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	DA	A financial management system has been commissioned and adopted by the GRM. This program has strengthened each communal council in basic management, transparent resource use, and collaboration with civil society.

Indicator (CY 2001 Data)	OU Response			Fund Account	Data Quality Factors
<b>USAID Objective 5: Conflict</b>					
23 Did your program in a pre-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		Conflict prevention at the community level is a feature of democratic governance training and technical assistance, but no major "breakthroughs" have been achieved in 2001.
24 Did your program in a post-conflict situation achieve a significant result in the past year that is likely to contribute to this objective?	Yes	No	N/A XX		As above.
25 Number of refugees and internally displaced persons assisted by USAID	Male	Female	Total		N/A
<b>USAID Objective 6: Humanitarian assistance following natural or other disasters</b>					
26 Did your program achieve a significant result in the past year that is likely to contribute to this objective?	Yes XX	No	N/A	ESF and PL-480	Ambassador's fund helped with flood victims in Bamako and Selingue. Monetized food aid resources support food security efforts in Tombouctou through a U.S. PVO.
27 Number of beneficiaries					Hundreds of flood victims and 100,000 villagers were assisted.

**Table 2: Selected Performance Measures for Other Reporting Purposes - Mali (All Data pertains to CY 2001)**

The information in this table will be used to provide data for standard USAID reporting requirements

March 4, 2002

Indicator (CY 2001 Data)	OU Response			Fund Account	Data Quality Factors
<b>Child Survival Report</b>					
<b>Global Health Objective 1: Reducing the number of unintended pregnancies</b>					
1 Percentage of in-union women age 15-49 using, or whose partner is using, a modern method of contraception at the time of the survey. (DHS/RHS)	5.70%			DA/POP	Data Source: 2001 DHS
<b>Global Health Objective 2: Reducing infant and child mortality</b>					
2 Percentage of children age 12 months or less who have received their third dose of DPT (DHS/RHS)	Male 32.2%	Female 39.6%	Total 39.4%		Data Source: 2001 DHS
3 Percentage of children age 6-59 months who had a case of diarrhea in the last two weeks and received ORT (DHS/RHS)	Male 30.2%	Female 29.3%	Total 29.8%		Data Source: 2001 DHS
4 Percentage of children age 6-59 months receiving a vitamin A supplement during the last six months (DHS/RHS)	Male	Female	Total		N/A
5 Were there any confirmed cases of wild-strain polio transmission in your country?					N/A
<b>Global Health Objective 3: Reducing deaths and adverse health outcomes to women as a result of pregnancy and childbirth</b>					
6 Percentage of births attended by medically-trained personnel (DHS/RHS)	42.40%			DA/POP	Data Source: 2001 DHS
<b>Global Health Objective 4: Reducing the threat of infectious diseases of major public health importance</b>					
7 a. Number of insecticide impregnated bed-nets sold (Malaria) (2001 actual) b. Number of insecticide impregnated bed-nets sold (Malaria) (2002 target)	15,580			DA/POP	Data Source: 2001 DHS Depends on the availability of resources.
8 a. Proportion of districts implementing the DOTS Tuberculosis strategy (2001 actual) b. Proportion of districts implementing the DOTS Tuberculosis strategy (2002 target)					N/A N/A

Indicator (CY 2001 Data)	OU Response			Fund Account	Data Quality Factors
<b>HIV/AIDS Report</b>					
<b>Global Health Objective 5: Reducing the HIV transmission rate and the impact of HIV/AIDS pandemic in developing countries</b>					
<b>9</b> a. Total condom sales (2001 actual) b. Total condom sales (2002 target)	8,508,890  9,000,000				Data Source: Ministry of Health and Contractor Reports  Data Source: Ministry of Health and Contractor Reports
<b>10</b> a. Number of individuals treated in STI programs (2001 actual) b. Number of individuals treated in STI programs (2002 target)	Male	Female	Total		N/A  N/A
<b>11</b> a. Is your operating unit supporting an MTCT program? b. Will your operating unit start an MTCT program in 2002?					USAID/Mali is not supporting a MTCT Program.  N/A
<b>12</b> a. Number of individuals reached by community and home based care programs (2001 actual) b. Number of individuals reached by community and home based care programs (2002 target)	Male	Female	Total		N/A  N/A
<b>13</b> a. Number of orphans and vulnerable children reached (2001 actual) b. Number of orphans and vulnerable children reached (2002 target)	Male	Female	Total		N/A  N/A
<b>14</b> a. Number of individuals reached by anti-retroviral (ARV) treatment programs (2001 actual) b. Number of individuals reached by anti-retroviral (ARV) treatment programs (2002 target)	Male	Female	Total		N/A  N/A

Indicator (CY 2001 Data)	OU Response			Fund Account	Data Quality Factors
<b>Victims of Torture Report</b>					
<b>Democracy, Conflict, and Humanitarian Assistance Objective 7: Providing support to victims of torture</b>					
15	Did you provide support to torture survivors this year, even as part of a larger effort?				There are no known torture victims in Mali.
16	Number of beneficiaries (adults age 15 and over)	Male	Female	Total	N/A
17	Number of beneficiaries (children under age 15)	Male	Female	Total	N/A

Indicator (CY 2001 Data)	OU Response			Fund Account	Data Quality Factors
<b>Global Climate Change</b>					
<b>USAID Objective 5: World's environment protected</b>					
18	Global Climate Change: See GCC Appendix				Yes, see Annex A attached to this Annual Report.

**PEACE AND DEVELOPMENT ARE SUSTAINED IN THE NORTHERN REGIONS THROUGH STRENGTHENING OF CIVIL SOCIETY, EXPANSION OF ECONOMIC OPPORTUNITIES AND ACCESS TO BASIC SOCIAL SERVICES**

- Number of new cases of armed rebellion reported
- Average per capita income
- Participation rate in national and local elections

- Immunization coverage rate of children under 1 year of age
- Gross enrollment rate

**Intermediate Result 1:  
Effective partnership between civil society and local authorities and development partners in targeted areas.**

- Number of community organizations trained in basic management and civic education.
- Number of trained community organizations engaging in advocacy/civic action with local authorities or development partners.

**Intermediate Result 2:  
Expanded economic activities in targeted areas.**

- Total area of land developed for cereal and forestry production (per hectare).
- Market value of cereal and forestry production (in CFA or \$).
- Amount of savings mobilized.
- Amount of loans distributed.
- Re-payment rate of loans.
- Number of new Income Generating Activities created with PVO partner's support.

**Intermediate Result 3:  
Increased access to basic social services in targeted areas.**

- Number of schools created/renovated.
- Number of students enrolled in schools created/renovated.
- Number of people enrolled in literacy training.
- Number of health facilities created/renovated (indicate population covered).
- Number of visits registered in health facilities created/renovated.
- Number of water points constructed/renovated (indicate flow rate in m3/hour).
- Number of measles vaccine administered to children 0-11 months of age.

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## Part VII Environmental Compliance Information for Mali

### Environmental review status.

SOs activities IEE	FY2001 compliance status with approved IEE.	FY 2002 planned actions	Comments
<b>SO1. Youth.</b> Basic Education and Health (27 Mali IEE).	Although all activities are in compliance, more attention should be paid to the human waste constructions. The ITN IEE (new activity) has been approved as ND with conditions.	IEEs for activities under the New Strategy.	- No construction (school and health unit) should be allowed without a maintenance plan to be followed by partners and beneficiaries. - The MEO should be consulted for any new activity to be carried out. - Youth and the MEO should monitor the mitigation actions in 2002.
<b>SO2. SEG.</b> On Sustainable Economic Growth. (28 Mali 1. iee on Cereals; 28 Mali 2. iee on Financial Services; 28 Mali 3. iee on Livestock; 28 Mali 4. iee on New opportunities)	- All activities are in compliance (support for new land development at Office du Niger, to pesticide research on 3 sites).  - The Development Credit Authority Program (DCA) IEE approved as C.E.	Support to the extension on farmers' fields of pesticide research results on fruit flies by the Technical Assistance (CAE) will not be approved. IEEs for activities under New Strategy	- The DCA guaranteed activities should be closely monitored for environmental compliance by beneficiaries.  - Results from fruit flies research should be passed to the GRM extension agencies, and producers. USAID may not have good control of pesticides extension program.
<b>SO3. Democratic Governance</b> (27 Mali 1 . iee)	All activities are in compliance; no activities other than technical assistance and training are provided.	IEEs for activities under New Strategy.	
<b>SPO. North</b> (28 Mali 5. iee on Sustainable political and socio-economic development)	School and health care centers are constructed, wells are developed, and agricultural activities are carried out. The compliance status is satisfactory.	IEEs for activities under New Strategy.	These activities have been monitored with the staff and beneficiaries, and more advice has been given on mitigation actions.
<b>SPO. Information/ Communication</b> (27 Mali 2 . iee)	Activities are in compliance; they are in training, technical assistance, and information transfer.	IEEs for activities under New Strategy.	
<b>Goundam Food Security Initiative (GFSI).</b> (28 Mali 6. iee). Improved food security of repatriated refugees and other displaced people.	Based on discussion with Africare Goundam agent and on approval of past Environmental Status Report, activities are in compliance.	No actions anticipated.	The Food For Peace agent in charge of the project is familiar with the approved IEE, and monitors all mitigation actions.
<b>Financial Management and Training Project.</b> (27 Mali 4 . iee) for GRM financial agencies staff.	Project has been extended to 12/01 with the same activity: training of GRM elected people at <i>Communes</i> level on financial management. No negative impact.	No action anticipated	