

ANNUAL REPORT

JANUARY - DECEMBER 1999

Submitted to USAID for Cooperative Agreement

No.624-A-00-97-00067-00

EDUCATION

GROUPE PIVOT
SANTÉ POPULATION

SIKASSO
HEALTH

MICROFINANCE

COMMERCIAL
GARDENING/WELLS

DEMOCRATIC
GOVERNANCE



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31 January 2000

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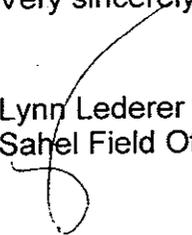
Dear Timm,

With this letter, I am pleased to attach 14 copies of the *1999 Annual Report* for the projects included in the umbrella grant:

Cooperative Agreement 624-A-00-97-00067-00.

We have deeply appreciated the spirit of collaboration and often extraordinary efforts of the USAID teams in working together with us towards our common goals. We look forward to reactions to this report and ongoing discussions regarding our results.

Very sincerely,


Lynn Lederer
Sahel Field Office Director

cc: Andrea Yates (7 copies)
Roger Bloom (4 copies)
Anna Diallo (2 copies)

Executive Summary

The many accomplishments outlined in the following annual report reflect the collaboration amongst all of the stakeholders of this cooperative agreement: USAID, SAVE the Children, Malian NGO partners, Malian officials, other PVOs, and, most of all, the communities in which we work. We cannot, therefore, but very modestly, take credit for these results.

In responding to the comments received from the 1998 Annual Report, through the development of the *Continuation Application*, the semi-annual report, and the preparation of this report, we have reflected (often together with other stakeholders) on strategies to improve our results. Characteristic of this past year has been constant re-thinking and refinement of methods and approaches, taking into consideration our experience to date as well as the ever changing environment in which we work. While constantly thinking about expanding the access of our programs to impact larger numbers of people, significant energy has also been directed to issues of quality and sustainability.

Six themes have dominated our work of this past year and contribute to the results described in this report:

Inter-sectoral Collaboration

Through the creation of geographically based teams, *inter-sectoral collaboration* has strengthened the capacity of each of the sectors. With an education agent planning side by side with a health agent, a credit agent, and a gardens and wells agent, all of whom have received training in democratic governance, the communities with which we work are provided a holistic perspective of greater depth and breadth.

A Stronger Civil Society

Though part of this grant is targeted to specific democratic governance activities, all of our efforts support the development of *a stronger civil society*. Facilitating people developing a voice (whether it is in a primary classroom using learner-centered methodologies or the empowerment of villagers through a *Village Health Committee*) is the key towards stronger participation in civil society.

Active and Equal Participation of Women

Fundamental to all Save the Children programs worldwide is the *active and equal participation of women*. It is a particular cornerstone of SC's work in the Sahel as our worldwide FACETS (Family and Children Empowerment Training Systems) initiative is headquartered here. Many of our activities (community schools, Group Guaranteed Lending and Savings (GGLS), and market gardens, to name a few) are

conditional on the equal or exclusive participation of women and girls, both as participants and as leaders and decision-makers.

Struggle Against Poverty

Without a doubt, poverty is our greatest challenge. All kinds of socio-economic indicators reflect this poverty from household revenue to child mortality rates, to educational, and literacy rates. ***Helping people access*** human and material ***resources*** -- credit for gardens, small businesses, and pharmaceutical banks, literacy, community schools, other forms of training, and improved health care --all have the goal of breaking the crushing cycle of poverty and enabling people to live more productive lives.

Active Collaboration with other USAID --funded PVOs

The fourth theme is our ***active collaboration with other USAID-funded PVOs***. SC has taken the initiative to organize regular "journées de reflexion" about community schools with World Education and Africare as well as with our many joint Malian NGO partners. Given comparable overall goals, as well as similar strategies, collaboration has also occurred in the DG, health, and credit sectors. In addition, SC and World Education have participated in joint staff development workshops.

With our Health Education project, we work hand in hand with Helen Keller International. SC also shares information and collaborates when appropriate with CLUSA, PLAN International, CARE, the Futures Group, IARA and, in this past semester, JSI. We have also underwritten (through Save the Children private monies) study visits to Bougouni by other international NGOs and, as we have as much to learn from our colleagues as they do from us, we have organized appropriate field visits for our staff to projects of interest.

Strengthening the Capacity of our Staff

Finally, through the use of private funding sources, this past year has focussed on ***the strengthening of our staff's capacity*** through an investment in training within Mali, regionally, and internationally. We are very proud of our achievements to date and firmly believe that by enabling program staff to develop their skills, experience, and networks, our ability to respond in the dynamic and ever changing context in which we work will be led by innovation, flexibility, and a collaborative spirit.

We feel privileged to be a participant in the activities described in this report, are inspired by the results, and look forward to a stimulating and challenging coming year.

COMMUNITY SCHOOLS

Annual Report

for the period

1 January – 31 December 1999



Save the Children/USA

CA NO. 624-A-00-97-00067-00

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List of Acronyms

CEP	Certificat d'Etudes Primaire (6 th grade leaving exam)
DRE	Regional Education Direction Sikasso
Ecom	Community School
IEF	Inspection d'Enseignement Fondamentale
IPN	Institut Pedagogique Nationale
MBE	Ministry of Basic Education
SC	Save the Children
SMC	School Management Committee
SAGE	Strategies for Advancing Girls' Education
FACETS	Family and Children Empowerment Training Systems

I. Introduction

In November 1999, President Konare shared his vision of a school in every village with the Malian people. Save the Children has been working towards making this vision a reality for the past seven years through our widely recognized innovations in the community schools. To guide us in this mission, we envisage:

A school, integrating the national system, sustainable, entirely managed by the community in a dynamic partnership, and where quality, learner-centered instruction is delivered through an appropriate methodology with equal opportunity for boys and girls in a supportive environment.

As we look back on 1999, we do so with great optimism that we are a few steps closer to this goal. Communities which were reluctant towards schools before, are now building their own schools, and strengthening commitment to support these schools through the recruitment of more qualified teachers, teacher salary increases, obtaining birth certificates and legal documents acknowledging school creation, and attending meetings at the "arrondissement" level. Building on this community foundation, we have invested great efforts in improving the quality of education and reinforcing partnerships. Through a thorough process of reflection, assessment, and planning, we have identified and are implementing long and short-term strategies to address key issues, such as introduction of the Convergent Methodology, school management committee training, and teacher support. At the same time, we have promoted opportunities to involve important partners in finding solutions to larger-scale or less-defined issues, such as lack of textbooks and functional integration of community schools into the mainstream.

Yet perhaps the most motivating development for both Save the Children and our community partners are the results of our first two cohorts to integrate the public secondary system:

- Soumaila Koné, a 1998 community school graduate, was the top 7th grade student throughout the last academic year;
- In 8th grade, 3 students are ranked 4th, 23rd, and 36th out of 81;
- 30% are in the top 25% of their class;
- 50% are above the class average;
- The second ranked 7th grade students in Fakola and Kebila are community school graduates;
- Abou Koné, a community school student from the very first cohort in 1992, is teaching at his former school.

With their success as inspiration, we will continue to build on our strengths and tackle our challenges to ensure that future generations of school children are given the same opportunity to receive an education.

II. Results 1999

Targets have been revised to reflect changes under the Continuation Application. Results are from either school years 1998-99 or 1999-2000 where relevant.

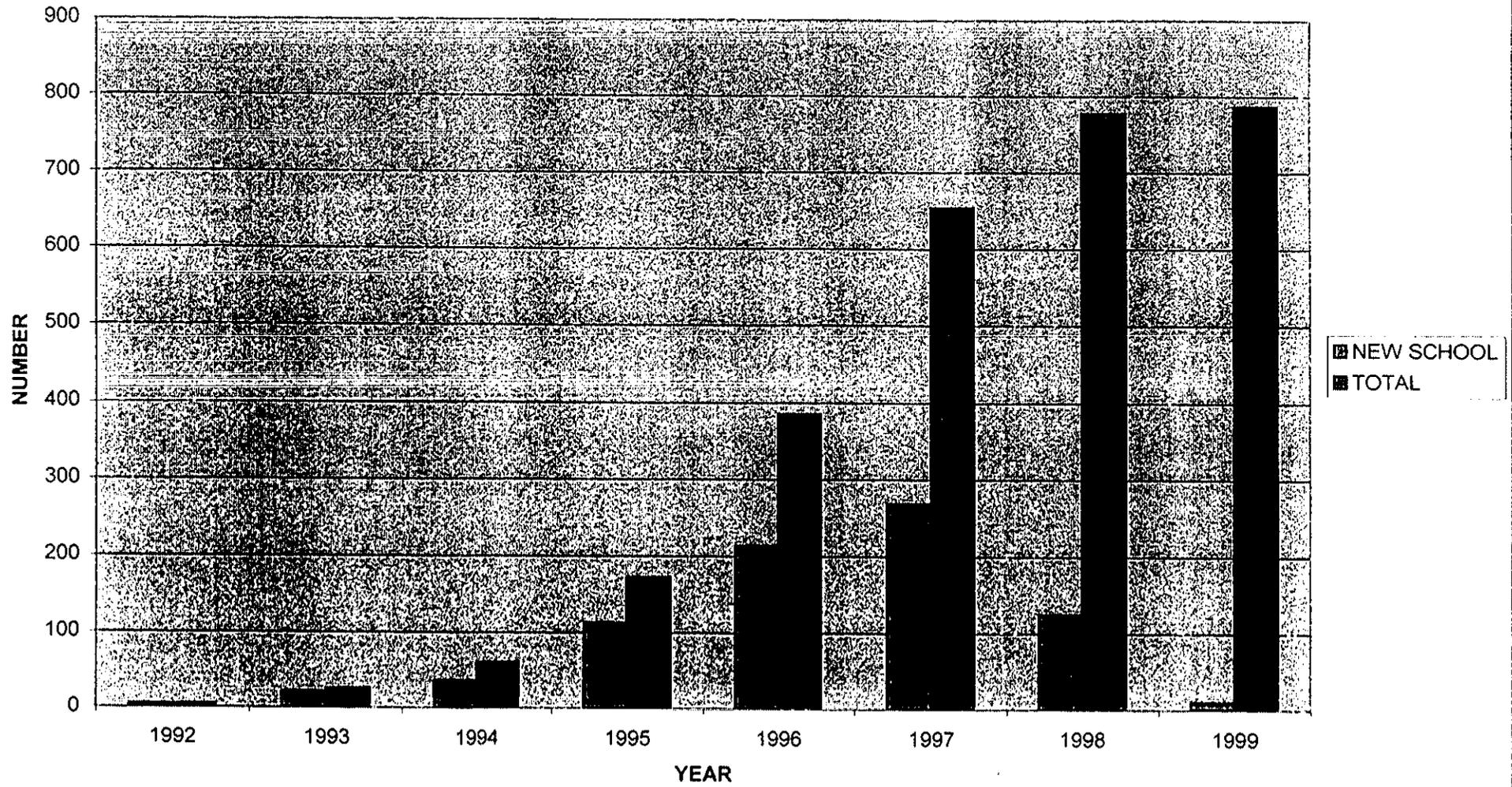
IR2.1 Increased Access to Basic Education including Life Skills

ACCESS				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
1) 777 community schools established	777	786	+9	101%

Pursuant to the August 1998 agreement between the MBE and PVOs, new community schools could be established only according to the list of villages on the *School Map*. Furthermore, it was decided to delay opening schools in a new zone until school year 1998-99, so that the newly recruited NGOs could spend a year of training/apprenticeship with an experienced NGO. In both instances, the delay was discussed with USAID with the intent that it was to be recovered in future years. Unfortunately, a USAID budget reduction occurred in the meantime, resulting in the need to let the four new NGOs go. As a result, significantly fewer schools were opened.

In the Continuation Application, it was agreed that we would consolidate existing schools by supporting the construction of additional classes, and not establish new ones. However, considering the enthusiasm and the insistence of some villages, which had already constructed the building to host their schools (e.g. Tiékorobougou and Kandiadougou (AADEC)), we agreed to support the establishment of nine new schools, bringing the number of new schools to 786.

Community Schools by Year of Establishment

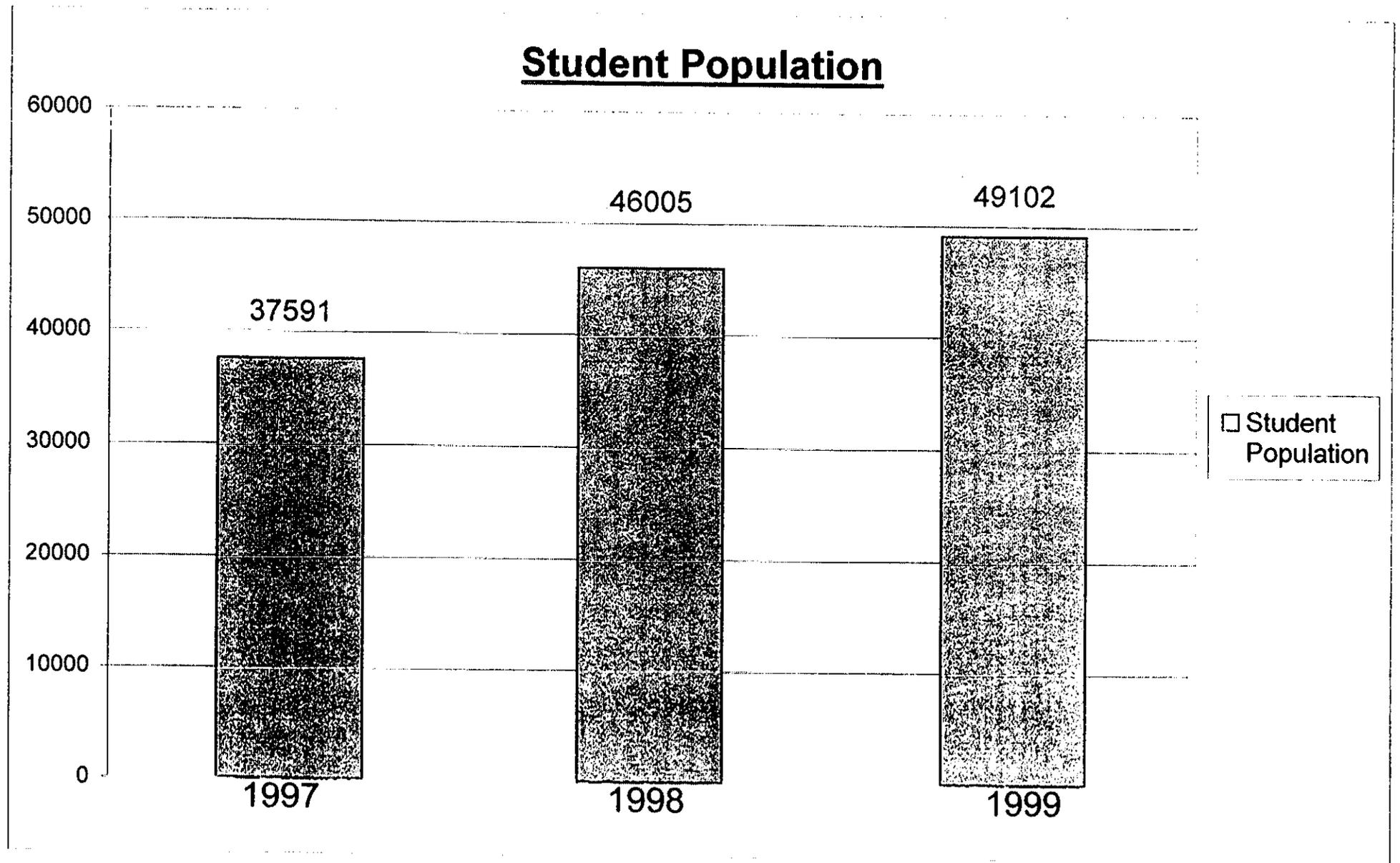


ACCESS				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
2) 518 additional classes established in schools reaching 4 th year	158	132	(26)	84%

In addition to new schools, we reinforced existing schools by supporting the construction of additional classrooms, and ensuring increased access to education. The 1999-2000 Back-to-School report shows that the 141 cohorts (including the 9 new schools) opened with 7076 new students who otherwise would not have attended any school. Reasons advanced by communities for the lower than projected numbers include increased cost of schooling, non-availability of school-age children, and difficulty in finding qualified teachers. A more in depth investigation will be conducted, and appropriate measures taken in preparation for the next school year.

Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
3) 63,000 pupils, most of whom would never otherwise have attended school	51,000	49,102	(1,898)	96%

Results to date of actual numbers of students in the classrooms (1999-2000 Back-to-School report) reflect the gap left by the establishment of fewer additional classes. The lower number of students is also indicative of under-enrolment in the new second classrooms versus new schools. This year is the first in which SC has more second classes than new schools. In new schools, we have noted that the average first year class size in new schools is 54. The average in second classrooms is 49. The major reasons given by communities are that there are not enough children to fill a complete cohort, and that a large number of children were still in working in the fields or outside of the village at the start of school.



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Indicator and Life of Project Target	Target (School Year 9-10)	Results Achieved	Difference	% Achieved
4) Gender parity	48% (1-4)	46% (1-4)	(2%)	92%
	45% (5-6)	45% (5-6)		100%

SC has maintained an excellent gender parity rate in grades 1-6 compared with our public school counterparts. In recognizing that there are more pressures on girls to dropout (housework, marriage, tradition, etc.), we have noted only a 1% decrease in the boy/girl ratio in any cohort from last year to this year. Even by grade 6 we have attained an encouraging 42% girl attendance rate, with some classes having more girls than boys. Nevertheless, achieving total parity remains a challenge. For example, we have noted a slight decrease in the grade 1 rate. For the same reasons as the lower enrolment, we believe that the lower gender parity rate is due to the second classrooms. With second classes averaging only 49 out of a possible 60 students for the first year, villages might have opted to give a few extra spaces to boys instead of limiting access in order to respect gender parity.

Other insights can be gained from the Gender Relations Analysis (GRA), conducted in May 1999, which helped us better understand the relations between children and other members of the family and their implications on girls' education. 780 women, men and children were interviewed through focus group discussions in 207 localities in the "cercle" of Kolondiéba. The study reaffirmed that the key reasons for not enrolling girls in schools are that:

- They are too busy doing housework and looking after their younger siblings and therefore do not have time to go to school;
- Boys are more intelligent than girls, and, therefore, should go to school first;
- It is more beneficial to enroll a boy, because the girl will get married and leave the household, and, therefore, not benefit the family itself.

While our goal is that communities take full ownership of the school, we realize there is a risk, for, as communities increase strategic decision-making, they may not comply with the principle of gender equity. Changing this paradigm, like all positive changes, takes time. In the meantime, however, we continue to sensitize communities on the importance of girls' education. A special theme on this issue was discussed at the SMC meetings in December in all the zones. We are also collaborating with SAGE on a study to establish the role of women in the SMC to find out the most effective ways to encourage girls' education.

SC will pursue more in-depth investigations of issues related to student attendance, in particular girls' attendance and villages with second classrooms.

Note: Sikasso Region ratio for public schools is approximately 66% boys, 33% girls¹

Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
5) 90% Gross intake rate	90%	80% girls = 71% boys = 88%	(10%)	89%

The establishment of community schools has significantly increased the schooling rate in our operating area, to the point that public school directors find it difficult to meet their annual quota of enrollment. In the village of Manankoro, the public school director enrolled some children who were already attending the community school. The parents met the animators of ASG, one of our NGO partners, and clearly expressed their preference for the community school. ASG's leader met the school director to resolve the problem and the children returned to their community school.

The gross intake rate decreased slightly since the last school year. This is due to the lower number of classes and under-enrolment in second classrooms. In looking at the boy/girl breakdown, we notice a 7% increase in the percentage of boys recruited for 1st year. At the same time, the rate for girls decreased quite substantially, a change which, according to the communities, is due to fewer girls being available for schooling.

Note: Sikasso Region public school average is 42.2%²

Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
6) 65% Gross enrollment rate	60%	57% girls = 51% boys = 62%	(3%)	95%

With the addition of 7076 new students, the gross enrollment rate increased, yet fell short of projections due to fewer new classes and under-enrolment of the first year classes.

Note: Sikasso Region public school average is 47.7%³

¹ Source: CPS Annual Statistics, 1997-98

² Source: CPS Annual Statistics, 1997-98

³ Source: CPS Annual Statistics, 1997-98

Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
7) 70% persistence rate in 6 th grade	60%	54%	(6%)	90%

We noted a 3% increase in persistence rate from last year. The persistence rate for 6th grade in 1999-00 has been calculated on the basis of actual numbers of students enrolled in 1994 and the student population in grade 6 in 1999. The cohorts in 1994 contained older students more susceptible to marriage or leaving for work and were 54 on average by class. Given, however, that more recent drop-out rates indicate a downward trend, we are confident that the persistent rate will steadily improve. The 1998-99 End of Year report indicates an average dropout rate of 3.1% for all grades between the start and end of the year. Details are shown in the table below:

Grade	Students Start of School Year	Dropouts	Proportion
1 st Boys	6074	112	1.8%
1 st Girls	5312	104	2.0%
1 st Total	11386	216	1.9%
2 nd Boys	8293	207	2.5%
2 nd Girls	7373	213	2.9%
2 nd Total	15666	420	2.7%
3 rd Boys	5952	147	2.5%
3 rd Girls	5652	201	3.6%
3 rd Total	11604	348	3.0%
4 th Boys	2854	115	4.0%
4 th Girls	2573	149	5.8%
4 th Total	5427	264	4.9%
5 th Boys	786	37	4.7%
5 th Girls	680	52	7.6%
5 th Total	1466	89	6.1%
6 th Boys	261	3	1.1%
6 th Girls	195	15	7.7%
6 th Total	456	18	3.9%
Total Boys	24220	655	2.7%
Total Girls	21785	787	3.6%
Total	46005	1442	3.1%

IR2.2 Improved Quality of Basic Education

QUALITY				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
1) 60% pass rate for 6eme exam (CEP) for girls and boys	30%*	10%	NA	NA

* Target for 1999 was 30% under original Cooperative Agreement. This goal was revised under the Continuation Application for school year 1999-2000.

The table below indicates the test results for both girls and boys.

#	Village	Participants			Passed			Percentage		
		Boys	Girls	Total	Boys	Girls	Total	Boys	Girls	Total
1	Koloni-boundio/ Boundioba	3	0	3	3	0	3	100	0	100
2	Dontereke	15	10	25	8	1	9	53	10	36
3	Garanko	10	5	15	3	0	3	30	0	20
4	Masamakana	16	15	31	5	1	6	31	7	19
5	Ntiobala	12	3	15	2	0	2	17	0	13
6	Ntjinina	22	12	34	2	1	3	9	17	9
7	Neguepie	22	24	46	3	1	4	14	5	9
8	Ngola	12	5	17	1	0	1	8	0	6
9	Bogodougou	11	18	29	1	0	1	9	0	3
10	Tienkouno	24	6	30	0	0	0	0	0	0
11	Maribougou	12	13	25	0	0	0	0	0	0
12	Sinzeni	13	3	16	0	0	0	0	0	0
13	Siala	13	1	14	0	0	0	0	0	0
14	Falaba	6	3	9	0	0	0	0	0	0
Total		191	127	318	28	4	32	15	3	10

There are signs of encouragement for greater leaps forward in the next few years. This optimism is based on the following lessons taken from those schools which had relative success this past year:

1. In Dontereke and Massamakana, students did homework in groups on a regular basis with the help of lamps and kerosene supplied by their parents. Teachers would also participate in these sessions on occasion;
2. In Masamakana, the teacher had been educated at the Institut Pedagogique d'Enseignement General (IPEG), and put his experience to work for the benefit of the students. Hence, despite taking the test for the first time, 20% of the class was able to pass;

3. In Dontereke, a professional teacher recruited by Save the Children had mentored the teacher during the previous year. With this experience, and the 45 day training, the teacher was able to guide his class to a 36% pass rate;
4. Dontereke, Koloni-boundio/Boundioba, and Ngola took the CEP last year and decided to redo the 6th year to better prepare for the exam. The result for all three villages was positive as shown above. Among the reasons for this success are the experience of taking the test before, and the use of the French texts supplied by the IEF of Bougouni II in 1997-98. (Note : These books were not available to the new 6th grade classes in 1998-99);
5. Dontereke, Masamakana, Neguepie, Ntjinina and Garanko all opened their schools between the 15-20 November, 1998. Others such as Sinzeni and Siala did not open school until the start of February effectively limiting the school year to 4 months (It is important to note, however, that Sinzeni continued to pay two teachers from November through January, since, though they believed in the school, they felt that field work was a greater priority); and
6. The poor scores in Sinzeni, Falaba, and Siala can in part be attributed to the late replacement of newly literate teachers by more qualified teachers.

Based on the lessons learned from the above factors, we have developed and promoted new strategies for improving educational quality which we believe will lead to greater success on the CEP:

- Recruited a Pedagogical Advisor whose role is to promote student learning, design teacher training, integrate pedagogical innovations, and monitor quality;
- Advocated for an early start of the academic year. This year all the schools with a grade 6 class opened in October. This will allow the students to work at least 8 months, and, therefore, be better prepared for the CEP exam;
- The SMCs have recruited better qualified teachers. All the teachers in grade 6 classes have at least 10 years of schooling; while 72% of all teachers in grades 4-6 have a minimum 9th grade education;
- All 6th grade classes have been provided with a map of Mali. Books in French, math, and CEP practice books (Annales du CEP) will be made available to the SMC for purchase at a 50% subsidized price;
- Trained 42 teachers in documenting dossiers for the CEP exam;
- Organized a quarterly test (composition trimestrielle) in all the 6th grade classes (overall success rate of 30%). One of the reasons why students fail tests is that they are not used to test taking. We will encourage teachers to regularly give exams in order to help students acquire test-taking skills;

- Organized a formative test in French, math and social studies taken by 1036 6th grade students to identify their weaknesses and help them improve on them. Results of this test showed a 34% overall success rate. Students will take a similar test in March;
- Trained animators, supervisors and assistants in teacher coaching to ensure continued support to teachers;
- Organized group work at night in the villages with a grade 5 or 6 class (cercles d'études).

QUALITY				
Indicator and Life of Project Target	Target School Year 98-99	Results Achieved	Difference	% Achieved
2) 75% pass rate on village relevant life skills test given to every pupil at end of 6eme	N/A*	N/A	N/A	N/A

* No comprehensive life-skills test was given to 6th graders in 1998-99 school year. A more formal assessment of 6th grade leavers will be conducted in June 2000.

For technical reasons explained below, SC did not organize a formal assessment of 6th grade students. Nevertheless, 3 major efforts were undertaken to gauge student performance in relation to the SC curriculum. They were:

Test of 2nd and 4th grade students (IPN)

To promote partnership, sustainability, and legitimacy of pedagogical initiatives in the community schools, Save the Children has involved MBE divisions in different activities such as curriculum development, pedagogical support, and testing. In past years, IPN has carried out end of the year performance tests for the different grade levels. In 1998-99, we intended to develop a testing strategy in conjunction with the IPN that would respond to our different testing needs, from CEP preparation to curriculum-based tests on the Save the Children program. When assessment of the 1997-98 testing instrument by an external consultant raised serious doubts about its validity, we refocused our efforts on the development of a comprehensive strategy over a longer period of time in preparation for the end of the 1999-2000 school year. In April 1999, a consultant and the Save the Children education team facilitated the development of a test by IPN for the second and fourth grades, hoping to gather important information about student learning, as well as to assess the quality of the testing instrument and process.

In May 1999, 1368 students from 69 community schools (1020 in 2nd grade and 360 in 4th) took a series of tests in math and language. Once again, analysis of the testing instrument made it difficult to draw definitive

conclusions about gender, knowledge and competence acquisition, or factors that influence learning. At a minimum, the results show that in grade 2, the average achievement rate in math is higher (56%) than in language (54%). In grade 4, where students use French, the achievement rate in language is 48% versus 49% in math. The test items in math called on the students' ability to remember and apply rules. The test items in language called on the ability to use the language. This goes beyond mere recollection and required understanding of concepts and competence. As such, the language test items being more complex, students were likely to score less than in math.

The results of these tests reveal the need to:

- develop a battery of more balanced test items to evaluate the different domains of learning in the subject matters. This battery will serve as a "bank" of questions and question types which can be used to prepare regular as well as end of year tests;
- train teachers and animators in conducting these tests; and
- accustom students to taking these types of test.

Jacques André Gueyau, a testing specialist from the University of Montreal, is currently (January 2000) training IPN and SC's staff in developing sets of tests in French and math to be used in the community schools. The trained staff will, in turn, train the education assistants and the teachers on how to apply the tests.

Internal SC Test of 6th grade

With doubts about the valid external design of an appropriate 6th grade life-skills test based on the SC curriculum, SC developed an internal test of competence in French, math and life skills. In June 1999, 74% of 6th grade students passed this test.

Activities, Attitudes, and Aspirations of 6th grade leavers

With the second cohort of 6th grade students preparing to finish the school year, Save the Children initiated an assessment of the activities, attitudes, and aspirations of 6th grade leavers in 1997-98 and 1998-99, and 5th grade students in 1998-99. Some of the findings are presented below:

- 5 of the students who finished 6th grade in 1998, joined the public school in Kolondieba and the 46 (81%) others, who failed the entry exam into the formal system, repeated the 6th grade in 1999. 30% passed the CEP the second time;
- Over 80% of the students interviewed said that children who attend school have more opportunities;

- All of the 5th and 6th grade students finishing in May 1999 wanted to continue to the next level; most said they would use their education to improve their futures;
- Over half of the students interviewed said that they want to stay and work in their village. A quarter said that they would rather work in Bamako, Kolondieba, or Sikasso. Adiarra Sidibe (13 year old girl from Neguela) for example, says she wants to use what she has learned to develop her village. Others said they want to share the knowledge they gained with their offspring and bring change and development to their village;
- 88% of students and most parents said that children who attend school can help the village more and are more able to solve their own problems. Batiedie Diarra (17 year old 6th grader from Dontereke) says that educated children can help the Village Association to manage their cotton crops. They can calculate profits and taxes, weigh the cotton, measure the fields, use a pluviometer, estimate when to plant seeds and pick crops, as well as keep family records, such as vaccination schedules and serve as secretaries on village associations. One parent referred to the community school as 'the pillar of the village';
- They also say it helps the students in their every day life, not only in agriculture and commerce, but also by learning to display more respect for their families and elders, understand social customs better, and to be cleaner. They are also more able to solve their own problems. Bakary Sangare (parent of two sons attending Soukourani community school) said that children who attend school think better than non-school children. They try to understand before doing an activity, and learn to do things methodically;
- Children who attend school, especially if they reach 6th grade, are more respected than those who do not attend. Batiedie Diarra said villagers smile at them more, are more interested in what they do and think they offer a better future for the village;
- 98% of the students interviewed said that they enjoyed going to school, and most thought math was the most interesting and useful subject;
- Only 10% of students were dissatisfied with the instruction at the community school. Suggestions for improvement included adding courses that would align the school with secondary formal schools and supplementing the program with vocational training or apprenticeship programs. Sewing was a favorite of girls. Others included medicine and family planning; more agriculture, French, history, dictation and math

classes; theater and art; English and Arabic; ethics; vocational classes (such as mechanics, sewing, welding, blacksmith, commerce and masonry) and classes taught in secondary school.

- This survey reinforced the findings from the GRA survey regarding issues surrounding girls' enrollment. Reasons given for not enrolling girls were: "education is more advantageous for boys since girls leave the village to marry", "girls should dedicate their energy to the home", or "girls do not have enough time to go to school."

QUALITY				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
3) Gender parity in all forms of achievement	1:1	N/A	N/A	N/A

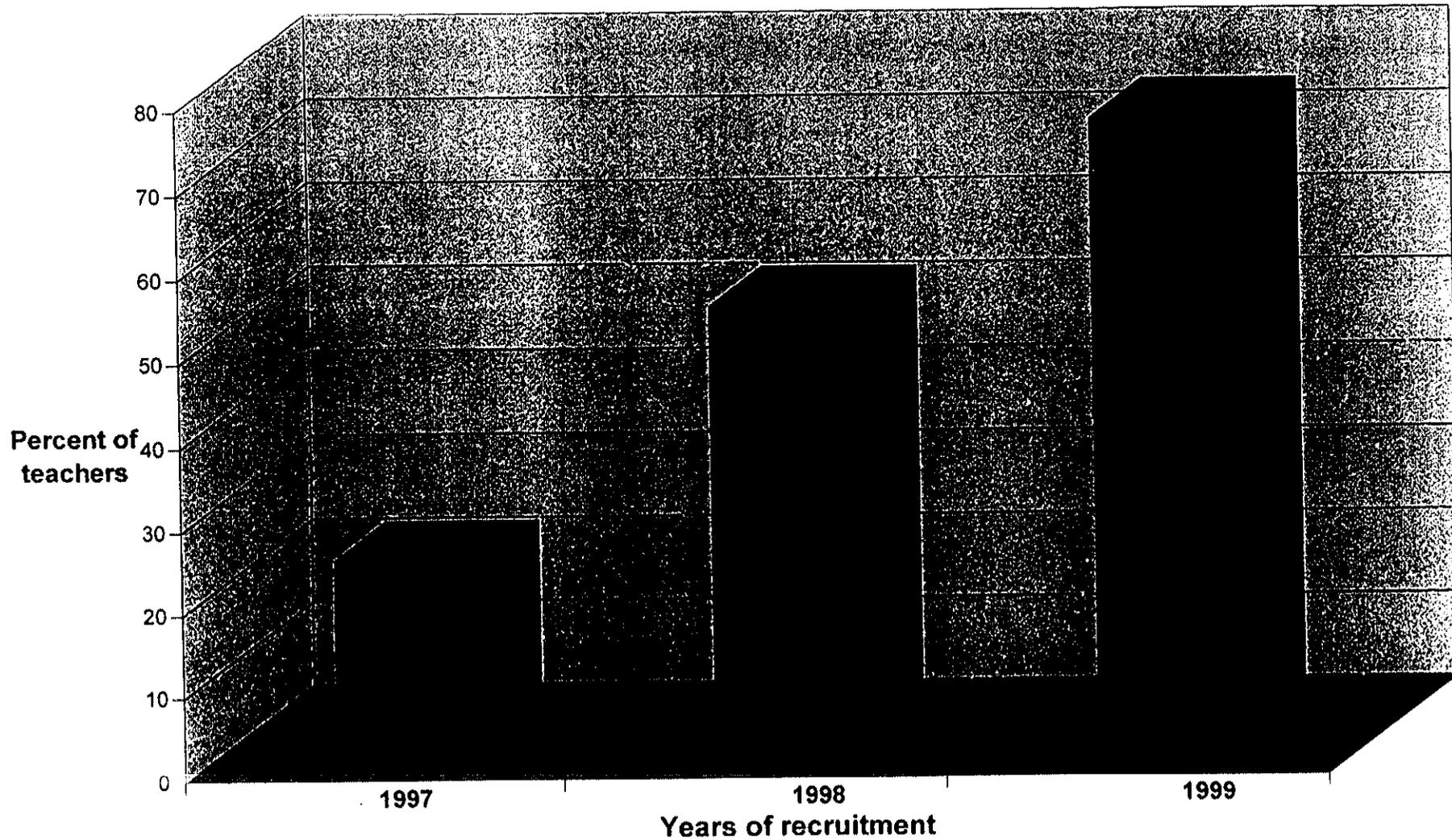
Although it appears that boys scored slightly higher than girls, no valid conclusions can be drawn from the CEP results and the IPN test about gender performance. The performance tests to be given in school year 1999-00 will take this factor into consideration

QUALITY				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
4) 90% of 4-6 grade teachers with a minimum 9 th grade education	60%	72%	12%	120%

The SMCs recruited 342 new teachers 233 of whom attended 9th grade or studied at higher levels. This marks a 22% improvement over the last school year. To recruit these teachers, the SMCs took the initiative of advertising vacancies on the local radios; they even sent a message to be broadcast nation-wide on the RTM. With such an enthusiastic response, we can confidently say that nearly all 4th to 6th grade teachers will have at least a 9th grade education by the year 2002.

An improvement in the education level of grade 1-3 teachers was also remarked as the number of unschooled teachers decreased by 128, or 7%. In addition, almost 30% of grade 1-3 teachers now have at least a ninth grade education. With the introduction of the Convergent Methodology, and with the difficult transition from local language to French, this continuous improvement in teacher quality should improve student learning.

Teachers in 4-6 classes with minimum 9th grade education



QUALITY				
Indicator and Life of Project Target	Target School Year 99-00	Results Achieved	Difference	% Achieved
5) Over 2070 teachers trained and offered regular refresher, mini courses and supervision	1800	1369	(431)	76%

The 1999-2000 Back-to-School report shows that there are 1369 active teachers for academic year 1999-2000 against 1524 last year. While this is less than we anticipated, we believe it to be a positive indicator of communities investing more in the quality of their schools. Under the original concept, a village school would have two teachers per class since the teachers generally came from the village, were minimally paid, and had other responsibilities (planting, family, etc.). After the first few years of the program, however, communities began investing more money in salaries to lure more highly qualified teachers from outside the village to teach grades four through six. As a result, these schools hired one full time teacher instead of two part-time. This year, we have seen the same phenomena in the first grade where communities have only recruited one teacher for the introduction of the Convergent Methodology. This trend is supported by rates of 1.1-1.2 teachers/class in grades 1 and 4-6, whilst in grades 3-4, the ratio has remained approximately 1.6 teachers/class. The net result has been a reduction in the total number of teachers.

All active teachers have been trained and supervised by NGO animators and/or Regional Pedagogical Advisors. Each teacher has participated in at least one of the following training sessions:

- From July 15 to August 30, 1999, 292 teachers took a 45 day initial training in pedagogy at Niena and Koumantou;
- From September 1 to 15, a refresher training in pedagogy was conducted for the 2nd and 3rd grade teachers;
- In October, 151 first grade teachers participated in the Convergent Methodology training in Niena;
- Refresher training in pedagogy was conducted for all active teachers. The animators, the assistants and the supervisors run these training sessions in their respective zones;
- In November, a special pedagogical training was organized for the 4th grade teachers;

- All the 6th grade teachers (42) received a special training in documenting dossiers for the CEP exam. In addition, they are receiving support from public school directors to help them improve their teaching techniques and also prepare their students for the CEP exam.

Finally, our Classroom/Teacher Supervision Plan is being reinforced which will permit SC to more effectively identify and track areas of need and to apply appropriate individual coaching or organize larger scale interventions. Steps already taken include:

- SC Kolondieba recruited five new education assistants with a pedagogical background and teacher training experience to replace those with less qualification;
- In view of providing teachers with more appropriate coaching, these new assistants were trained in classroom observation. This training was jointly run with the DRE of Sikasso in December;
- Each animator visits each school at least 2 times a month (initially there has been less frequent site visits due to training and the Back-to-School report data collection);
- Each animator participates in weekly meetings with other field agents, and prepares monthly reports to supervisors.

In the next period, we will focus our efforts on improving coordination with the education inspections, and on reporting so that information collection and use can be optimized. Our goal is to be able to efficiently monitor the number of visits, observations, and recommendations on a village by village basis so that we can monitor improvements over time.

IR2.3 Increased Promotion of Basic Education Responsive to Client Needs

PROMOTION				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
1) 30:1 Student/Teacher Ratio	30:1	36:1	6	NA

The unforeseen increase in the student/teacher ratio is also a positive, direct result of:

- communities opting for one highly qualified teacher instead of two;
- with the increasing number of 5th and 6th grade classes, these classes are not dividing into morning and afternoon sessions, preferring instead to remain in school all day.

These two factors are accentuated by the fact that many communities in lower grades responded to the question in terms of all the students rather than by the two sessions of students (morning and afternoon). More investigation will be done to determine if class size is increasing, and, if so, its effect on student learning.

PROMOTION				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
2) 15% female teachers in community schools	12%	11.4%	0.6%	95%

The percentage of women teachers has increased 3% from last year. The average percentage of women teachers in each grade ranges from 9% in grade 6 to 16% in grade 4. On each level, women teachers have completed between 1-2 more years of schooling than have their male counterparts.

In the face of the constraints to recruiting women teachers, particularly in rural areas, we are very encouraged by these results. We expect that our targets will be met through more intensive training from SC's FACETS team, and more active recruitment efforts by SMCs, resulting in greater retention of girls and improved performance.

IR2.4 Improved Capacity to Deliver Quality Basic Education Services

Result: Facilitate Functional Integration of Community Schools into Mainstream

CAPACITY				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
1) 90% of community schools have received a recipisse	60%	To be achieved by end of 2000	NA	NA

While all 786 community schools had requested their recipisse by the end of 1999, only 48% of schools had received them from the education inspections. Two factors give us confidence in achieving this result:

- Excellent relations with the DRE, and their conviction of the legitimacy of the community schools;
- Training of animators in democratic governance principles will be translated into advocacy and civic action by increasing numbers of SMCs.

CAPACITY				
Indicator and Line of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
2) 15 visits by Pedagogical Advisors per quarter to Community schools	15/Pedagogical Advisor/Quarter	15	0	100%

During the past school year, pedagogical advisors in Bougouni I and II spent 15 days per quarter visiting community schools (Reports for school year 1999-2000 are not yet available). In recognizing that the pedagogical advisors have primary responsibility for the public schools in their zone, community schools become an increased workload. As such, we feel that 15 days is a reasonable amount of time that the community schools can expect. However, while the number of days does encourage integration into the mainstream, the true benefit of these visits comes from how they are planned. As part of our newly reinforced strategy to improve quality, we expect pedagogical advisors to play two main roles:

- Focus visits primarily on 6th grade classes preparing for the CEP;
- Serve as technical advisors to our NGO animators who can identify problems in classrooms, yet need more expert assistance to resolve them.

Through frequent coordination between SC's Pedagogical Advisor, the Inspections, and NGO animators, the impact of this relationship will be closely monitored.

Other results towards functional integration:

- Developed action plan to pilot integration of SMCs and APEs into a federation for better school representation;
- Participated in the MBE programming meeting in Segou;
- Selected as case study for PRODEC study on how community participation can be integrated into public system;
- Participated in the Sikasso Workshop on Progress since the August 1998 conference on community schools;
- Agreed with MBE to receive material and training support for Convergent Methodology in up to 160 new classes in 99-00;
- All 6th grade students have option to take CEP exam;
- Teacher training and pedagogical support provided by district education inspections (IEF);
- Testing of 2nd and 4th grades carried out by IPN;
- DRE will include community school data in national statistics;
- Request by DRE to include community school book needs with regional book order.

Result: Adaptation of Community Schools to the Evolving Realities of Decentralization

CAPACITY				
Indicator and Title of Project Target	Target (School Year 2000)	Results Achieved	Difference	% Achieved
3) 20 APE/SMC Federations functioning	5	To be achieved by end 2000	NA	NA

Results towards adaptation of community schools to decentralization:

- Democratic Governance team has provided training to Kolondieba SMCs on roles and responsibilities of a community organization in the Malian context ;
- Recruited a Coordinator for Capacity Building within the SMC;
- Community schools conform to PRODEC vision of decentralized, community run schools;
- Developed action plan to pilot integration of SMCs and APEs into a federation for better school representation;
- Discussed collaboration with DRE on training APEs in roles and responsibilities in decentralized system;

Note: The departure of some community school teachers in the past year has been due to their new roles as elected members of the communal council. In addition, some community school teachers have been recruited by public school directors to fill the gap in their teacher shortage.

Result: Enhanced SMC Training to Ensure Smooth Functioning and Post-Phaseout Sustainability

CAPACITY				
Indicator and Life of Project Target	Target (School Year 99-00)	Results Achieved	Difference	% Achieved
4) 85% of schools with functional SMC	60%	To be achieved by end 2000	NA	NA

SC has recently demonstrated rapid results in bringing community organizations towards greater democratic governance. In the past 8 months, we achieved significant improvements of 33% in community organizations practicing democratic governance, and 20% practicing sound management, through intensive training and follow-up. Lessons learned from this experience will be adapted to the community school environment so that appropriate indicators and goals can be set, and an effective training program developed. To this end, we have recruited a Coordinator of Capacity Building for the Community Schools who was an active leader in the recent success of SC's DG program. This person's primary task is to immediately focus our efforts on:

- Assessing the level of functionality of SMCs;
- Determining appropriate criteria for measuring functionality of SMCs, adapting both DG indicators and the special character of community schools (i.e.; attaining gender parity; management and maintenance of school property);
- Fixing clear, measurable goals for SMCs' progress towards empowerment, thus permitting SC phase-out;
- Developing a comprehensive training program (based on USAID DG modules and SC training materials) which will achieve knowledge and competency acquisition necessary for promoting ownership by the SMCs;
- Training of trainers workshop of supervisors and animators who will in turn train SMC.

Results will be demonstrated by the end of the year 2000.

Phaseout Plan

Simultaneous to the development of a strategy to improve SMC functioning, SC will design a phase-out plan defining SC's evolving role in relation to community schools. In recognizing that the Government of Mali is not in a position to take charge of the pedagogical and material needs of the community school system, SC will take this opportunity to clarify responsibilities, expectations, concrete targets, and an approximate calendar for attaining phase-out which will be closely monitored. While it is our wish

that SMCs take full charge for the costs of running a school, we also recognize that it might be necessary for SC to continue playing a significant role. If this occurs, we anticipate our role will evolve into technical assistance and coordination/liaison with other partners, rather than one of investment and daily village-level management.

CAPACITY				
Indicator and Life of Project Target	Target School Year 99-00	Results Achieved	Difference	% Achieved
5) 20% of SMC with women in executive positions	10%	13%	3%	130%

13% of SMCs have women in executive positions, including 5 presidents, 5 vice-presidents, 73 treasurers, and 15 secretaries. In Kolondieba, this percentage increases to 21%, while 84% demonstrated the practice of gender analysis in their decision-making. Both of these Kolondieba results are the direct achievement of an intensive training and follow-up campaign by SC's DG and FACETS teams. This successful approach will be adapted and replicated to fit the needs of the SMCs.

Other results towards smooth functioning and post-phaseout sustainability:

- Developed a pilot strategy for a commune-based, revolving material fund where parents can buy supplies at low cost. Discussions with the SMCs demonstrated that they prefer to own the books instead of borrowing them. We are piloting a project whereby the SMCs gradually purchase a set of books at a minimum ratio of 1 set for four students. This academic year focuses on 6th grade classes. The system will be replicated at the other levels after assessment;
- Held several meetings with DRE and IEF representatives to promote joint planning of training, pedagogical support, and information sharing;
- SMCs demonstrate increased investment and civic action in community schools;
- SMCs participated in a 6 day training by SC/NGO education teams on roles and responsibilities;
- 131 Kolondieba SMCs participated in a Democratic Governance training on roles and responsibilities of a community organization, in the Malian context; development of internal rules and regulations; and administrative management;
- SMCs have each participated in 2 quarterly fora to exchange problems and solutions with other SMCs (a total of 4354 people of which 929 are women);
- NGOs have been audited and financial/admin management training courses are being developed;

- PVO/NGO forum was created to enhance training and support to SMC/APEs and NGO partners;
- IEF Bougouni I/II received computers and training to facilitate information sharing and analysis;
- Intensive literacy training was organized for 474 people, including 192 women, representing the 131 community schools in Kolondieba.

CAPACITY				
3) Indicator and Life of Project Target	Target for 1999 School Year (9-00)	Results Achieved	Difference	% Achieved
Development of technical assistance package on community support for access and quality	NA*	-	-	-

* Results will be achieved in 2001

The technical assistance package is to be developed in 2001 as the current SC approach adapts to changing realities (decentralization, Convergent Methodology, etc). Based on the mid-term evaluation, and other reflections, we will look at how to build on lessons learned to promote the production and distribution of the package.

III. Impact of Activities

The following improvements and accomplishments occurred over the past year:

- Soumaila Koné, a 1998 community school graduate, was the top 7th grade student throughout the last academic year;
- In 8th grade, the 3 students were ranked 4th, 23rd, and 36th out of 81;
- 30% of all community school graduates are in the top 25% of their class;
- 50% of community school graduates are above the class average;
- The second best 7th grade students in Fakola and Kebila secondary schools are community school graduates;
- 9 out of 25 students from Dontereke passed the CEP exam and are now attending the 2nd cycle in Kolondieba at the public school;
- The average dropout rate during the 1998-99 school year of 3.1%;
- More than 500 people, with more than nine years of education, applied to be community school teachers;
- 46% girl versus boy attendance ratio through grades 1-6;
- In Manankoro and in Massala, some parents withdrew their children from the public school to enroll them in the community school;

- 202 of the 226 candidates with more than a 9th grade education, and who underwent an intensive 45 day pedagogical training in the fall of 1998, were teaching in the community schools in 1998-99;
- Of the 342 new teachers recruited for the 1999-2000 academic year, 233 have 9th grade educations or higher;
- NGO Amprode-Sahel has taken the initiative to test its students' progress in mathematics and reading on a regular basis;
- Some communities have initiated the purchase of textbooks for their students, such as Bladié-Koin, Farabalé-Zéna and Gomi;
- In Ouéna (ASG), the SMC took the initiative of getting ID photos and birth certificates for grade 6 students;
- 63% of villages in Sikasso region are within 5km of a primary school, providing coverage to 47% of the population (coverage in SC zone is greater);
- In the village of Digan, the SMC negotiated with local administration to lower the cost of birth certificates from 4,100CFA to 2,500CFA;
- In Koloni-boundio, the SMC negotiated with regional school authorities to permit 3 community school students, who had not taken the 7th grade entrance exam the previous year, to present themselves. All 3 students passed the test;
- Constructed 27 cement classrooms for over 1,600 children in 9 villages in Kolondieba. Villages were selected in collaboration with the Regional Education Director according to the waiting list for school construction. In all cases, approximately 50% of the cost was supplied by the communities in labor and basic materials;
- Village associations now collect revenue from the cotton crop or collective fields to support the community schools (such as Digan and Donkerila), or from fining someone 1,000CFA for not participating in a communal activity (Bohi and Kolosso). In some cases, village associations have as much as 5,000,000CFA in bank accounts. Similarly, school management committees, such as Donkerila, have taken punitive measures, such as fining any parent 45,000CFA for refusing to send their child to school;
- Teachers' salaries continue to be increase in many communities, going from 15,000CFA to 25,000CFA in Sinzeni, Blaba, and Ntiobala and to 30,000CFA in Ngokila;
- The improved qualifications of teachers encouraged some candidates who had left to work in the Ivory Coast to return. This phenomenon was seen in the villages of Warakana, Ngoufien, Donkerela, Mpiedougoula, and Tocomoula;
- There is a growing will among the education authorities to promote a "mass and quality" education for all Malian children, and a strengthening of partner relationships between SC and the MBE at national, regional, and local levels;

- Community schools are beginning to produce teachers with community school learning experience. Below is an illustration of this.

Another Facet to Sustainability

Koloni Boundio is one the first four villages where Save the Children USA began its community school program in Mali. The first schools opened in 1992 with 60 children, 30 girls and 30 boys. Seven years later one of the boys is back at the same school as a teacher.



Mr. Abou Mamadou Koné, the community school teacher, was enrolled in the village school in 1992 at the age of 15. During school, he was awarded the prize of the best storyteller in 1995 at the Journée de l'Education in Bougoula. Yet, after 5 years of schooling, he left school to get married at his mother's request. Today he said he is happily married to Adiaratou, who is from Boundioba, a nearby village.

Talking about his experience as a student, Abou reported that he has good memories. "Learning in one's mother tongue can be fun," he said. "It makes understanding easier for children and that's why I came back to teach my brothers and sisters. My ambition is to do this job the best I can. I do hope to hear that one day these children are university graduates."

A lesson he learned from his trip to Cote d'Ivoire is that adolescents waste a lot of energy on the coffee plantations which they could more efficiently invest in their village. He believes that adolescents are being exploited in Cote d'Ivoire, and that, as a teacher, he will encourage his students to work hard at school and become productive to help their villages develop. "We can grow cash crops and make money to meet the needs of our families, but to do so, we need education, we need to learn about agricultural techniques," he said. When asked whether he would rather be a modern farmer, he responded that he liked teaching and wanted to share what he had acquired to ensure that the children are illuminated with the light of knowledge.

Some decades ago, the children of farmers were likely to become farmers themselves. Now with the community schools among other factors, new generations are growing up with new aspirations.

The following areas deserve highlighting:

- **Community mobilization for girls' participation**

Some villages have made remarkable efforts in supporting girls' education. The most remarkable is the village of Dontereke, which has actively ensured that girls who marry still attend school, and that mothers be allowed time during school to nurse. Other villages of note are Neguepie, Maribougou, and Bogodougou which all presented more girls than boys for the 6th grade leaving exam.

- **Strengthened relations with the DRE**

School year 1998-99 marked the first time that the Regional Education Director had visited the community schools. In addition to his visit to the teacher training conducted by the DRE last October, he voiced his encouragement for what he had seen during a stop in 12 community schools in the spring of 1999. Frank and positive discussion and joint planning for teacher training, pedagogical and material support and information sharing in preparation for the 1999-2000 school year have reinforced these visits. This atmosphere of collaboration has also been demonstrated on the IEF level where the inspectors have taken a professional interest in supervising the quality of teacher training. In addition, the Inspection of Bougouni has recently offered French reading materials to the community schools. This gift demonstrates their concern and their desire to help Save the Children in its endeavors to improve the quality of education.

- **Introduction of Convergent Methodology**

SC adopted the Convergent Methodology, with its modular format, as the principal methodology in new classrooms for the school year 1999-2000. This strategic change has added 141 new cohorts to the 241 classes which already use the Convergent Methodology in Mali. All teachers and NGO animators have received training from the MBE experts from Segou. This initiative will be the first experiment of the Convergent Methodology's ability to be widely replicated using lesser-qualified teachers. If it proves successful, SC and the MBE will have made a great contribution to achieving PRODEC's vision of quality education for all.

- **Increasing quality of teachers**

Communities continue to invest increasing amounts of money, time, and effort in recruiting more highly qualified teachers. In the new school year, we have witnessed a 22% increase in the number of 4-6th grade teachers with a

minimum 9th grade education. Amongst 1-3rd grade teachers, this percentage has increased to 30%. In addition, we have witnessed an increase in the percentage of women teachers; an evolution which we hope will encourage girls' retention and improved performance.

- **Increased responsibility and initiative of NGO partners**

Our NGO partners are more than executing agents in the community school program. Many of them have taken initiatives, such as AMPRODE/SAHEL which regularly tests the reading and writing level of its students, and GADS and ASG which have organized literacy lessons in community school villages. In addition, NGOs are playing a larger role in strategic decision-making as evidenced by two NGO working groups who were formed around developing pilot action plans for the creation of federations of APE/SMC, and the organization of a sustainable system of low cost school supplies through commune-level boutiques.

IV. Challenges Encountered/Lessons Learned

In addition to testing student performance as discussed above, we have faced other challenges that have a direct influence on classroom learning. Among these are:

- **Community Ownership versus Program Principles**

Over the past year we have witnessed increased investment by communities in the improvement and management of their schools. This has been seen in recruiting and paying more highly qualified teachers, taking on an increased charge for school supplies, and building new classrooms without SC contribution. At the same time as we are seeing these positive indicators, we are noticing other decisions being made by communities which change program principles. These incidents are seen mainly in the decision to recruit only one teacher per class, to not open a second classroom, not recruiting a full 60 student cohort, and allowing more boys than girls to attend first grade if the cohort is not complete. We believe that these examples might be indicative of increasing community ownership. We will explore these questions further with communities to fully understand the reasons and process which led to these choices, as well as assessing their impact on program results.

- **Teacher Development and Support**

Our goal is to prepare teachers who will no longer consider students as recipients to fill but as little lamps to light. To this end, the impact of teacher

preparation and regular support needs to be fully monitored and assessed on a village by village basis, particularly in terms of the transition from Bambara to French language instruction. In the past year, we have witnessed great improvements in support for teacher quality. These include communities having tremendous success in recruiting and retaining more qualified teachers (overwhelming demand from volunteers, increased salaries, etc.), the DRE being able to provide pre-service training of 9th grade educated candidates, and regular classroom visits and support to NGO animators by pedagogical advisors in each inspection. At the same time, however, classroom observation has indicated that some teachers do not master the curriculum, struggle with lesson delivery (using traditional "chalk and talk" frontal style), and teach to the curriculum instead of learner's attainment level.

Actions:

To address these challenges, SC has hired a Pedagogical Advisor who, in collaboration with appropriate partners, has:

- Collaborated with MBE and DRE officials to promote learner-centered teaching methods and classroom management practices through training and regular follow-up;
- Provided pre-service and planned refresher training, in addition to regular in-service training to all teachers in collaboration with DRE;
- Organized pre-service and refresher training by MBE experts in the Convergent Methodology;
- Organized one-month pedagogical training for all NGO animators in September;
- Organized training in classroom observation and coaching for NGO animators and supervisors in December.

Building on these accomplishments, the next period will focus on:

- Jointly assessing the positive relationship being developed with the DRE (teacher training, follow-up) so that we can trace these interventions to improvements in the classroom;
- Working toward the increased impact of pedagogical support by strengthening pedagogical advisor relationship with NGO animators. Given high pedagogical advisor/school ratio, the goal is to maximize their time and expertise to more efficiently and effectively reach a larger percentage of community schoolteachers. Strengthening this relationship is based on more frequent exchanges and mini-workshops between pedagogical advisor and groups of community school teachers which should also improve animator technical competencies and ensure follow-up on recommendations on classroom visits;

- Reinforcing the system of monitoring and evaluation in order to track progress in teacher quality on a village by village level, and ensuring information is fed back into the teacher development and support process.
- **Limited Resources of MBE/DRE to address pedagogical/material needs**

The acquisition of French books continues to be a challenge. Except for a few French books given to 6th grade classes in Kolondieba by the Inspector of Bougouni II, books were not available through the Regional Director despite SC's inclusion in the regional book order. Efforts to locate books for the 4th-6th grades on the local market made it clear that sufficient quantities could not be obtained. Even if they had been, the cost would have been prohibitive and unsustainable.

We have faced the same challenge with material and "image boxes" for the Convergent Methodology. Despite being promised enough material for 160 classes, nothing to date has been received. As an alternative, SC has taught teachers how to create their own out of simple cardboard boxes, a system which seems more sustainable.

Actions:

- Initiated the purchase of French and math books for grade 6 students. The SMC will buy the books at half price this year and will gradually take complete charge. This will be replicated in lower grades in following years;
- Encouraged the teachers, particularly the ones using the Convergent Methodology, to develop their own materials. SC will continue to explore alternatives such as teacher and student generated material, photocopies, and visual aids in the classroom;
- Continue discussions with the MBE, USAID and PVO partners to resolve this issue;
- Continue discussions with MBE to acquire texts and image boxes for the first grade classes using the Convergent Methodology.
- **Shortened school year**

Student learning is challenged by communities who start the school year late or finish early for work in the field due to late harvests or early rains. In addition, we have noted mid-year "breaks" caused by teacher travel (a result of recruitment of more qualified teachers from outside the community), religious holidays, or village ceremonies, such as circumcision.

Actions:

- Encouraged all communities, in particular those with grades 4-6, to open schools in October. All 6th grade classes had opened in October;
- Organized teacher and animator training from July to September to allow for school opening in October;
- Intensified animator discussions and exchanges between SMCs in regular meetings on importance of complete, uninterrupted school year;
- Promoted homework to reinforce classroom learning and maximize use of time during school year.

V. Intersectoral Synergy

Health

SC has been very active in getting our School Health project underway. This intervention, supported primarily by SC private funds, has proven worldwide that low-cost distributions of parasite treatments (for intestinal worms and bilharzia) and micronutrient distributions (vitamin A, iron, and iodine) can have a significant effect on student performance and retention. School Health accomplishments from January to December are :

- Completed situational analysis survey covering 396 children in 10 community schools in Kolondieba, which identified anemia, vitamin A deficiency and intestinal worms as major public health problems amongst school-children in that area. All cases of severe anemia and worms were treated;
- Trained 260 teachers/school management committees to distribute Vitamin A in March. This was followed by a massive distribution of Vitamin A to all school and non-school attending children in Kolondieba;
- Examined eyes of the majority of primary school children in Kolondieba and treated all cases of conjunctivitis and trachoma;
- Provided 130 first aid kits and training on how to use them to teachers and school management committees in Kolondieba;
- Organized a program exchange trip to Tanzania to learn from a national NGO who is successfully managing a school health program;
- Trained 260 school teachers/ management committees on basic hygiene and nutrition practices and how to do and monitor deworming and vitamin A distributions;
- Delivered health lessons to students through teachers, Save the Children staff;
- Another major activity currently in progress is an operational research study on routine iron supplementation in schools. The impact of these

distributions will be evaluated on levels of hemoglobin (indicator of anemia), growth, and school performance.

Democratic Governance

- SC's DG team is working with our Education program to assess level of SMC functionality, develop an SMC capacity building program tailored to community schools, and train NGO animators in Democratic Governance principles. Animators in turn, will work with SMCs, resulting in improved functioning and increased autonomy;
- SC's FACETS team is working with SC/NGO animators on strategies for addressing gender equity issues in student attendance and performance, recruitment of women teachers, and promoting an increase of women in executive positions.

Income-generation

- Lessons in natural resource management and gardening will be reinforced in Kolondieba through support for the creation of school gardens. Revenue from school gardens will be used to support school functioning;
- Trained 235 teachers and 900 students in vegetable gardening, bee-keeping, and small livestock raising in Kolondieba.

VI. Partnerships

- Initiated community school forum with World Education, Africare, and Malian partner NGOs in order to attain mutual understanding, promote the adoption of best practices, avoid duplication or contradictory efforts, and, ultimately, to determine a common strategy of advocacy for the future of community schools;
- Several meetings with the DRE and its pedagogical advisors and inspectors on organizing teacher and animator training; pedagogical support in the form of technical visits and books; and the selection of new school sites;
- Visit of Regional Education Director to 12 community schools, including 9 in Kolondieba;
- Testing of 2nd and 4th grades by the IPN;
- Presentation of a paper on the Save the Children Community School Experience at the Annual International Comparative Education Conference in Toronto;
- 12 of 13 6th grade classes benefited from 195 days of support from public school directors;

- Participated in two Greencom trainings, one in February for 10 teachers and another in April for 12 teachers and 5 Save the Children agents, as well as 12 teachers and animators from NGO partners. This training reinforced understanding of environmental problems and put teachers at ease about the teaching of environmental themes in the curriculum.
- Meetings with NGO partners on the quality of teaching and learning in community schools; management of community schools by the community; the creation of systems to supply books and school supplies at low cost; and the creation of APE/SMC federations in the decentralized context.

VII. Future Plans (January - June 2000)

Priorities over the next period:

- Implement reinforced teacher/class supervision strategy;
- Test preparation and practice;
- Design a comprehensive capacity-building program for SMCs;
- Elaborate a clearly defined phase-out plan defining roles, responsibilities, and expectations between SC and the SMCs;
- Study issues related to access, including girls' attendance and second classrooms.

Other priorities include:

- Training animators, supervisors and assistants in the Convergent Methodology;
- Training of IPN evaluation staff in elaboration of valid testing instruments;
- Development of test sets for ECOMs;
- Monitoring joint annual plans with DRE and IEFs;
- Participation in the pedagogical innovation seminars with MBE;
- Intensive DG training in financial training, civic action, and promotion of women's participation in Kolondieba;
- Participation in SC's Education Program Learning Group;
- Continue reinforcing collaboration with World Education, Africare, and national NGOs;
- Coaching of teachers with a special focus on Convergent Methodology (PC and 5th, 6th grade classes);
- Preparation for new classrooms for next school year;
- Negotiations and training for the creation of 5 pilot federations of SMC/APE;
- Implementation of pilot book provision plan;

- Reinforce the health components in the curriculum through in-depth training in Child to Child methods, and in collaboration with Helen Keller International, UNICEF, and officials in the Ministries of Basic Education and Health. Our goal will be to test and introduce new health lessons and communication strategies into the classroom during this and the next school year.

Annex

USAID Proposed Indicator Results as of December 1999:

IR2.1 Increased access to basic education including life skills

- Gross access ratio:
 - Total: 79%
 - Boys: 88%
 - Girls: 71%
- Gross enrollment ratio
 - Total: 57%
 - Boys: 62%
 - Girls: 51%

IR2.2 Improved quality of basic education

- 4th grade attainment rate:
 - Total: 75.65%
 - Boys: 79.59%
 - Girls: 71.71%
- 6th grade attainment rate
 - Total: 49%
 - Boys: 56.83%
 - Girls: 40.79%
- 6th grade achievement rate
 - Total: 10.05%
 - Boys: 14.65%
 - Girls: 3.15%

IR2.3 Increased promotion of basic education responsive to client needs

- Student/teacher ratio: 36:1
- Student/book ratio: 2.2:1
- Number of female teachers: 156 (11.4%)
- Number of teachers trained per year: 1369

- Percentage of girls enrolled by grade:

1 st :	45.5%
2 nd :	45.9%
3 rd :	46.8%
4 th :	47.4%
5 th :	46.5%
6 th :	41.8%
Total:	46.3%

- Number of schools created: 786

- Number of cohorts: 1067

IR2.4 Improved capacity to deliver quality basic education

- Number of community schools registered at inspection level:

All the 786 schools have requested a receipt for their creation but only 47.8% showed document (376/786). The animators and the education assistants will investigate to know more about the actual status and provide the SMC with guidance and support to acquire this document.

GROUPE PIVOT/SANTÉ POPULATION

Annual Report

for the period

1 January – 31 December 1999

Save the Children

CA No. 624-A-00-97-00067-00

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Other 1999 Activities
Action Plan 2000

LIST OF ACRONYMS

A-ONG:	Animateur ONG
A-DBC:	Agent de Distribution à Base Communautaire
AR:	Animateur Relais
AS:	Agent Santé
CCC:	Connaissances – Comportement – Couverture
CNIECS:	Centre National d'Information d'Education de Communication pour la Santé
CSAR:	Centre de Santé d'Arrondissement Revitalisé
CSCoM:	Centre de Santé Communautaire
DBC:	Distribution à Base Communautaire
HFA:	Health Facilities Assessment
IRA:	Infections Respiratoires Aiguës
ONG:	Organisation Non Gouvernementale
PE:	Peer Educator
PEV:	Programme Elargi de Vaccination
PF:	Planning Familial
RH:	Reproductive Health
SE:	Survie de l'Enfant
SIG:	Système d'Information et de Gestion
SR:	Santé de la Reproduction
SSSC:	Service Socio-Sanitaire de Cercle
SSP:	Soins de Santé Primaire
VAR:	Vaccin Anti-Rougeoleux
VAT:	Vaccin Anti-Tétanique

- * Source: Routine Data collected by NGOs in their project zones
- ** Source: Data from rapid opinion poll of KAP/situational analysis of the CSCoMs in the GP/SP NGO partner zones
- *** Source: Total of the actual results with the target population (from NGO project documents)
- **** Source: Data from CCC study done by GP/SP in Nov. 1998
- ***** Source: Data from HFA study done by GP/SP in Nov. 1998
- ***** Source: EDSII 95-96
- ***** Source: Questionnaire given to the GP/SP NGO partner coordinators

Target Population	Estimated Number
0-11 months (4%)*	35,173
0-23 months (7.9%)*	69,468
12-23 months (3.9%)*	34,294
Women of Childbearing Age (15-45 years) (21%)**	184,660
Pregnant Women (5% of total population)	43,967
0-25 years (66%)**	580,362
15-24 years (14.1%)**	123,986
24-49 years (24.2%)**	212,799
TOTAL TARGET POPULATION	879,327
Population within a 15 km radius of health facilities (65%)	571,569

I. INTRODUCTION

This report summarizes the activities undertaken by Groupe Pivot/Santé Population (GP/SP) from January 1 through December 31, 1999. GP/SP brings together more than 150 national and international NGOs working in the field of health— particularly those concerned with maternal and child health, social mobilization, and Information, Education, and Communication (IEC). GP/SP provides critical information and education to its NGO members on Mali's health policy and requires that they operate within this framework. This has strengthened the collaboration between NGOs and the government health services, resulting in the institutionalization of this NGO/MOH partnership within PRODESS.

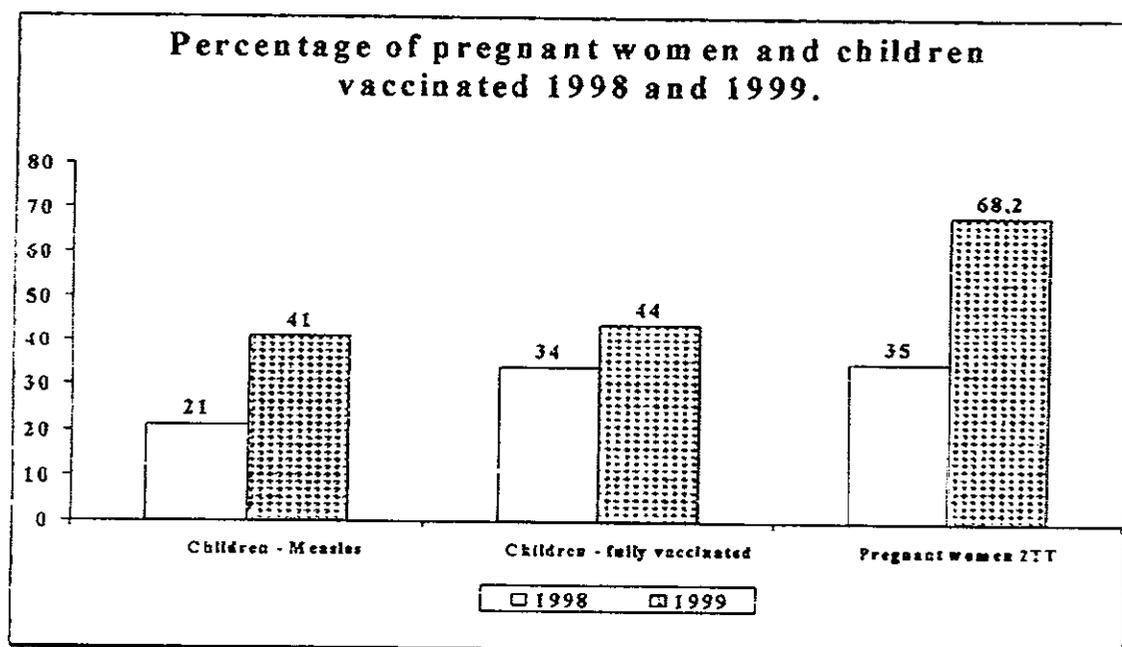
GP/SP, which has existed since 1992, is known for its role as advocate and its influence on national policy at the Ministry of Health (MOH), particularly since it represents the voice of NGOs on national health issue debates. Under the current program GP/SP oversees 17 projects carried out by 26 NGO partners, reaching an estimated total population of 879,337 in the regions of Kayes, Koulikoro, Mopti, Segou, Sikasso, and the district of Bamako. GP/SP and its constituent NGOs support the capacity of ASACOs to provide quality primary health care to children and women through the operation of CSComs and the implementation of an integrated package of child survival and reproductive health services. Through its work, GP/SP's national and international profile has grown substantially. In addition to filling important leadership roles in regional health networks, GP/SP was showcased as a world model of a health networking organization by *NGO Networks for Health* during 1999.

SC's program with GP/SP assists USAID to achieve its Strategic Objective 1 : *Improved Social and Economic Behaviors Among Youth* through activities that support IR1 : *Improved Child Survival Services* and IR3 : *Improved Reproductive Health Services*.

The following are highlights of achievements during this reporting period :

- GP/SP organized two mini-workshops with NGO partners on the development of Health Information Systems to strengthen data collection efforts. These workshops enabled the SIS Coordinator at Groupe Pivot to greatly improve the entire SIS at Groupe Pivot to ensure ongoing, accurate and timely data input. Each GP/SP supervisory visit to an NGO partner is also an opportunity for discussion and ongoing NGO staff training in HIS.
- The effective involvement of young people as « peer educators » notably increased the sale of contraceptives and more effective counseling activities ;
- A tripartite workshop (NGOs/MOH/WHO) was jointly sponsored by GP/SP as a follow up to partnering discussions held in Dakar in February 1998.
- A directory of Mali NGOs working in health was developed

- Meetings with FENASCOM were held to strengthen collaboration efforts between GP/SP and FENASCOM.
- A press luncheon was organized in March on the Rights of Women which featured key members of Mali's Ministries of Health and Promotion of Women, Children, and Family Services as well as several youth associations. The debates covered three main themes: reproductive health, FGM, and violence against women.
- A health information manual was developed together with « imams » and « ulémas » to strengthen the role they play in promoting behavior changes around harmful traditional practices (which have frequently been justified as done for religious reasons) and family planning.
- The progress since 1998 of the following indicators are of special note :
 - 41% of children 0-11 months received measles vaccinations as compared to 21% in 1998 ;
 - 44% of children 12-23 months were fully vaccinated before their first birthday as opposed to 34% in 1998 ;
 - **65% of the population were within a radius of 15 km to health services as opposed to 45% in 1998 ; and**
 - 68.2% of pregnant women received at least two doses of TT in 1999 as opposed to 35% in 1998.



II. Reporting Indicators: January - December 1999

Strategic Objective Level

Indicator: Doses of measles vaccine administered to children prior to first birthday (less than 1 year old):*

a.) Number of doses of measles vaccine administered to children 0-11 months old prior to first birthday: 30,723

b.) Estimated number of children 0-11 months in target: 35,173

Indicator: Immunization coverage children less than one year old:**

a.) Number of children 12-23 months who have been fully vaccinated before their first birthday: 14,315

b.) Estimated number of children 12-23 months in target population: 32,535

Indicator: Prenatal care: Number of tetanus toxoid (TT) doses administered to pregnant women: *

a.) Number of TT doses administered to pregnant women: 32,024

b.) Estimated number of pregnant women in target population: 43,966

Indicator: Prenatal care: Immunization coverage: 2+ tetanus toxoid (TT) doses during pregnancy. **

a.) Number of women receiving 2 or more TT doses during pregnancy: 29,985

b.) Estimated number of pregnant women in target area: 43,966

Indicator: Couple Years of Protection (CYP) for modern contraceptive methods, for women of reproductive age (15-49 years old)*

Number of CYP for the following modern methods:

i.	Oral contraceptives:	10,028
ii.	Condoms:	1,495
iii.	Foaming tablets:	1,229
iv.	Depo/Injectables:	2,274

Total CYP = 15,026

A. Intermediate Results-1Level: Access: Increased access to minimum package of child survival (CS) and family planning (FP) interventions at district and sub-district levels

Indicator: Access to Child Survival interventions:

a.) Number of persons in target population within 15 kilometers of facilities offering CS services: 571,562¹

b.) Total number of persons in target population: 879,327***

N.B.: This number is obtained on the base of 65% of the total population having access to CS services in a 15 km radius. **

Indicator: Access to family planning services.

a.) Number of persons in the target population within 15 kilometers of facilities offering family planning services: 571,562

b.) Total number of persons in target population: 879,327***

Intermediate Results -1 Level: Quality: Minimum package of CS and RH interventions provided at district and subdistrict levels according to internationally and nationally recognized norms and standards.

Indicator: Number of health service providers/HWs (health workers) trained in the Integrated Management of Childhood Illnesses (IMCI) (Training was provided in the management of malnutrition, diarrhea, malaria, and ARI, since the manual has not been widely distributed).

a.) Number of HWs trained in IMCI: 46

b.) Number of HWs active: 92

In addition, there were 34 NGO HWs trained in IMCI through the collaboration with BASICS and the DSF/C 6-8 April (which represented 17 (or 100%) of the coordinators and 17 animators).

Indicator: Supervision of activities at facilities/sites in the target area.

a.) Number of facilities/sites which had 1 or more visits by their supervisor in the past three months: 3,044

b.) Number of facilities/sites supported: 3,044

¹ Same number as for semi-annual report as there are no new CSComs. The total number of persons in the target zone has, however, increased.

N.B.: The supervisory visits are bi-monthly which means that at the end of a quarter, all sites have been supervised.

Intermediate Results - 1 Level: Demand: Increased knowledge/attitudes/practices (KAP) of individuals, households, and communities of minimum package of CS and RH interventions.

Indicator: Caretaker knowledge of key child health practices

a.) Number of target area children less than 3 years old who have had diarrhea in the last two weeks: 163,555

b.) Number of caretakers of these children with recent cases of diarrhea who report having sought treatment from health service delivery point (provider or site) and used ORS and/or home liquid: 55,445

Indicator: Client knowledge of STI preventive practice

a.) number of clients/target population for STI messages: 336,782 (persons aged 15-24 and 25-49 years: 51% of whom are women and 49% men)

b.) Number of clients/target population citing at least two acceptable ways of protection from STI infection: 121,949 women and 153,471 men or a total of 275,420 (81.7% or 71% women and 93% men).

Intermediate Results - 1 Level: Capacity: Institutional Capacity to improve community service delivery

Indicator: Cost recovery mechanisms

a.) Number of PVO supported facilities: 46

b.) Number of PVO supported facilities which achieve 100% recurrent cost recovery: 22

III. Groupe Pivot Impact Indicators – January – December 1999

A. ACCESS:

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	80% of pop. Will have access to a min. package of interventions existing within a radius of 15 km.	***** 45%	** 65%			81%
2	80% of children 0-11 mo. Will have measles vaccination.	**** 21%	* 41%			51%
3	80% of children <1 yr. will be completely vaccinated	**** 34%	** 44%			55%
4	Maintenance of at least 80% of contraceptive delivery points	***** 79%	* 100%			100%
5	80% of women (15-49) receive 2 or more doses of tetanus toxoid during pregnancy	**** 35%	** 68.2%			85%

B. QUALITY :

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	80% of CSCom/CSR will offer CS and RH services according to nat'l and int'l norms	***** 50%	** 55%			69%
2	80% of CSComs/CSAR/AR will benefit from 1 supervision visit from SSSC	**** 79%	* 85%			106%
3	80% of CSCom/CSAR health agents (AS) will be able to advise mothers of undernourished children <5	***** 15%	** 38%			47.5%
4	80% of CSCom/CSAR AS will be able to advise mothers of children < 5 with ARI	***** 0%	** 20%			25%
5	80% of CSCom/CSAR AS will be able to advise re malaria	***** 0%	** 25%			31%
6	80% of CSCom/CSAR AS will be able to follow the vaccinal status of children	***** 15%	** 60%			75%
7	80% of births will be assisted by a trained AS or matrone	**** 66%	** 74%			92.5%

C. DEMAND (KAP) :

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	95% of mothers of children <5 will know of one method of ORT	**** 37%	**** 37%			39%
2	80% of children <3 with recent diarrhea will receive ORT at home or at a health facility	**** 19%	** 33.9%			42.4%
3	50% of children <4 mo. will be exclusively breastfed	**** 14%	**** 14%			28%
4	80% of families of febrile children will have sought treatment or given appropriate treatment in the first 24 hours.	**** 20%	** 36%			45%
5	80% of mothers will know two danger signs of ARI	**** 27%	** 27%			34%
6	Contraceptive use Prevalence rate of 60% for Women 15-49	**** 23%	** 27.37%			46%
7	12,667 Couple Year Protection <i>25,000 CYP targeted</i>	Source : 1997 Report 3,845	* 15.026			118%
8	60% of men interviewed will have used a condom for their last sexual encounter	**** 29%	**** 29%			48%
9	90% of individuals >15 will know at least two methods of STD prevention. Women : Men :	**** 71% 93%	**** 71% 93%			79% 103%

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D. CAPACITY :

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	Increase to 90% of proportion of CCom/CSAR personnel having received one or more supervisory visits by an NGO or gov't supervisor during the 3 preceding months.	***** 79%	** 85%			94%
2	Increase to 90% of proportion of DBC agents reporting having received one or more supervisory visits during the previous three months (or a rate of 24 visits/AR,PE/year)	* 100%	* 100%			100%
3	Increase to 90% of the proportion of agents having received a supervisory visit from GP/SP in the course of the previous 3 months (or a rate of 1 visit/NGO/quarter=68 visits/year)	* 18%	* 76%			84%
4	Increase to 80% of the number of NGO data reports delivered to health centers in a timely manner	* 59%	* 73%			91%
5	Increase to 75% the number of CCom/CSAR which graphically monitor vaccination coverage of their zone and who make decisions based on a knowledge of PEV illnesses and calendar.	***** 25%	** 55%			73%
6	Increase to 60% of the number of CCom/CSAR assuring 100% cost recovery	**** 30%	**** 30%			50%

Process Indicators:

A. ACCESS:

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	5 new CCom created, offering CS and RH services	* 0	* 7			140%
2	5 new ASACOs created	* 0	* 8			160%

B. QUALITY:

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	Train 100% (26) of the NGO coordinators in project management	* 0	* 29			100%
2	Train 100% (126) of the NGO agents receiving sub grants in nutrition	* 60	* 102			81%
3	Train 100% of the NGO agents receiving sub grants in LMD	* 35	* 111			88%
4	Train 100% of the NGO agents receiving sub grants in ARI	* 65	* 122			97%
5	Train 100% of the NGOs receiving sub grants in ARI	* 35	* 106			84%
6	Train 100% NGO agents receiving sub grants (coordinators and facilitators) in IMCI	* 0	* 112			89%
7	Train 100% of AR (2,155) in literacy	* 30	* 431			20%
8	Train 100% of the 'relay' agents (2,155) and peer educators (3,000) in IEC for CS and RH	* 0	* 3,044			59%
9	ToTs in peer education for 100% of NGO agents with sub grants	* 0	* 126			100%

C. DEMAND:

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	359,715 IEC sessions (Group animation, VAD counseling, mass activities) on preventive care themes	Source : 1997 Report 27,245	* 251,800			70%
2	Quantity of contraceptive products sold : Pills : Condoms : Spermicides : Depo/injectibles :	Source 1997 Report 51,161 41,065 60,946	* 75,213 59,702 73,745 4,548			118%
3	175,282 women will have participated in IEC sessions organized by A-ONG/AR about RH and CS	***** 86,654	* 162,269			92%

* Routine Data collected by NGOs in their project zones

D. CAPACITY :

No.	End of Agreement (2002) Objectives	Base-line data	Results 31/12/99	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	13 literate ASACO management committees including at least one woman	* 0	* 6			46%
2	At least one meeting quarterly between the SSS and FELASCOM	***** 5%	* 66%			66%
3	100% of the CCom/CSAR management committees making decisions based on their annual workplan	***** 15%	* 33%			33%

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IV NARRATIVE : Successes-Honors/Stories of Impact / Challenges

A. Successes-Honors

- The twenty-six NGOs receiving subgrants from GP/SP have established exceptional working relationships with the CSComs, as well as with their governing bodies, the ASACOs. This is a result of a variety of activities, most notably assistance with the implementation of the « strategie avancee » as well as leadership and management training. Each NGO has established a protocol of collaboration with each of the ASACOs and CSComs.
- The Executive Director of GP/SP has been elected the President of the Network of Sahelien NGOs working in health and the vice-president of FRAC (Forum Régional d'Analyse et de Concertation), an organization bringing together health professionals from francophone countries (including Haïti).
- GP/SP, as noted earlier, is one of two organizations worldwide (PROCOSI in Bolivia being the other) showcased by *NGO Networks for Health* for its achievements and effectiveness as a health networking organization. A full study of GP/SP was released in December 1999 by *NGO Networks for Health*.

(*NGO Networks for Health* is a USAID sponsored project which includes the following US NGOs : Save the Children, PATH, CARE, PLAN International, and ADRA.)

B. Stories of Impact

1) The organization of the well attended press luncheon with the Ministries of Health and the Promotion of Women and Children in March was a catalyst which started many subsequent actions (or plans for action) regarding education and advocacy around reproductive health rights for women and, especially, around excision.

2) The following is a typical response of women during the course of focus group discussions led by *NGO Networks for Health* consultant, Emily Moore. This anecdote demonstrates the progress made by women as well as the changing attitudes and behaviors of men around issues of reproductive health in general and family planning in particular.

Kalabambougou Women's Group

- When was your last difficult decision?
In general women said that their last difficult decision was :
 - Using contraceptives with the agreement of their husbands

- Taking a loan for revenue generating activities (again with their husbands' agreement)

All of the women using family planning methods did so with the agreement of their husbands and the support of religious authorities. They also talked of talking (for the first time) of vaginal infections with their husbands... all of which they did with the support and advice of the NGO, JIGI. All of the above represents courageous action on the part of these women as these are actions break from the norm of tradition.

3) After recent GP/SP publicity on STDs/AIDS, promoting the use of condoms, GP/SP had youth visiting its offices for more information. These young people were then referred to NGO partners providing the needed services.

4) Touched the efforts of Groupe Pivot to improve adolescent reproductive health, a group of young people spontaneously formed themselves into a football team named « Association Sportive Pivot Santé ». This team has taken as its motto « promotion of health through sport ».

C. **Challenges**

The following are ongoing challenges which Groupe Pivot and its NGO partners face :

➤ ***Ongoing need for incentives for and issue of mobility of the community relay teams ;***

- ◆ To deal with the first challenge, GP/SP and its NGO partners distribute a variety of gadgets, bags, pagnes, and calendars in addition to organizing games and competitions which give a prize to the best « relais » team. There is also a 50% return on the sale of contraceptive products to the « relais ».

In the coming six months, GP/SP will organize exchanges between « relais » with the NGOs working with them, community leaders, and ASACOs. We expect through these fora to improve the communities' perception of the importance of the « relais » and the work they do.

➤ ***The difficulty of some communities to raise the amount of their contribution for the construction of CSCOMs. (It should be noted that the results of certain NGOs have been directly linked to the effectiveness of the CSCOM.)***

- ◆ Revenue generating activities are planned such as cultural and sports events, Kermesse, raffles, and events mobilizing artists around health

➤ **Increasing the access of rural women to depo-provera injectible contraceptives**

- ◆ Injectable contraceptives are very popular in rural areas and are in great demand. We have planned a meeting together with DNSP (DSFC), USAID, and other partners to reflect on the mechanisms necessary to improve the access of more rural women to depo-provera. We are particularly interested in the potential role NGOs might play in the promotion of this product.

V MOH Collaboration

During the period being reported, project officials :

- a) sent supervisory reports to the appropriate MOH officials Yes
Each NGO sends a copy of its activity reports to the SSS (CSCCom, CSAR, or SSSC) in its intervention zone.
- b) sent service statistics to the appropriate MOH officials Yes
Each NGO shares along with its activity reports, updated statistical data.
- c) attended meetings or otherwise had official contact with the appropriate local MOH officials during which project activities were discussed Yes

Coordinators, animators, peer educators, and community animators are all closely involved with the MOH sponsored mass activities such as national vaccination days, activities around World AIDS Day, etc.

Coordinators and animators also participate in monthly coordination meetings with the SSSC and in training events. They do joint supervision visits in their project zones and participate in CROCEP as appropriate.

Groupe Pivot/Santé Population is involved in all of the MOH activities and is a member of the different bodies of PRODESS.

VI Future Plans

A detailed description of activities planned for the calendar year 2000 occurs as an annex to this report. Within the framework of the continuation application, we would like to highlight below where we see priorities :

- Ongoing reflexion about the sustainability of Groupe Pivot ,
- Ongoing supervisory activities with NGO partners ;
- Joint NGO supervision activities with USAID and the MSPAS .

- Organization of SIS training in the regions together with USAID;
- Organization of a mini-workshop for NGO leaders on the important role of NGOs in the prevention of STDs and HIV/AIDS ;
- Review of the current structure for NGO supervision ;
- Forum with Imams and Ulémas on health (particularly reproductive health) issues ;
- Opening of the Koulikoro Youth Center ;
- Organization of the 5th World Health Day ;
- Organization of the *Week of the Adolescent* ;
- Advocacy work around the issue of maternal mortality ;
- Training of peer educators and « relais animateurs » with the A-NGOs in IMCI ;
and
- Conduct a mid-term evaluation of this project.

ANNEXES

- 1.) Other 1999 Activities
- 2.) Action Plan 2000

Annex 1

Other 1999 Activities:

Access:

- Identification of a site in Koulikoro for a multi-capacity Youth Center
- Providing NGOs quarterly with contraceptive supplies
- Monitoring the supply of the local NGOs "DONKO" and "AID/Mali" with regard to the distribution of the <cercle>'s deposits.
- Improvement in the organization of the <strategie avancée>, involving the « agents relais » and peer educators of the A-ONGs.

Quality:

1. Trainings organized by GP/SP:

- DIP Workshop 25-30 January 1999 organized in collaboration with Karen Waltensperger, SCF's Africa Health Advisor.
- Three mini workshops for Project Coordinators (3-4 February , 4 June, and 23 December 1999) on:
 - revised indicators for GP/SP, reflection on the quality of services and supervision, and the GP/SP DIP;
 - The status of the development of the integrated youth health program and the preparation of the GP/SP annual program review ; and
 - HIS (refresher training on A-NGOs AR and PE collection of data, collection of community participation information, and collection of information for TIAHRT.
- Workshop to share baseline study results in the program intervention zones. (3 June)
- Tripartite forum (government/NGOs/WHO), 21-22 April as follow up to the recommendations made in Dakar, February 1998.
- Organization of a forum with NGO members 13, 14 October during the visit of Emily Moore of *NGO Networks for Health* to enable information gathering for the GP/SP study.
- Organization of an in-house workshop on Appreciative Inquiry 16-18 November led by Modibo Maiga.

2. *Participation in Meetings/Trainings Organized by GP/SP Partners.*

- Modibo Maiga participated as a member of the national delegation from Mali in a forum in La Hague on "Cairo + 5". This forum took place 6-12 February and addressed the progress made since the international conference on Population and Development held in Cairo in 1994.
- Mrs. Diawara participated in a workshop which focused on strengthening the capacities of West Africa journalists focusing on health. This workshop was held 15-19 March and was organized by WHO.
- GP/SP NGO members' participation in a IMCI workshop in pilot zones. This workshop was organized 6-8 April by WHO, GP/SP, and the DSF-C with the goal of sharing information with and seeking information from NGOs re: the implementation of IMCI at the community level.
- Soumana Thienta participated in a forum on malaria in Mopti 12-16 April. This forum was organized by the DNSP with the goal of energizing the National Program for the Battle Against Malaria. During this forum a specific workplan was developed. GP/SP is a member of the technical committee of this program.
- Dr. Fatoumata Touré participated in a workshop on the start up of a Micronutrients Program the 19-20 April. This workshop was organized by HKI (Helen Keller International) to share the most recent data and information on micro nutrient deficiencies with all of the 'players' (NGOs, government, UN agencies, etc.).
- Dr. Fatoumata Touré and Soumana Thienta participated in a CERPOD conference on Youth Reproductive Health, entitled "Youth in Danger" 7-9 May, 1999. These days were organized by DSF-C with the objective of sharing the results of the CERPOD study on youth reproductive health in order to develop more effective strategies which take into account the needs and preoccupations of adolescents and youth with regards to their sexuality and reproductive health.
- Soumana Thienta participated in a training workshop, "Policy Analysis and Planning" organized by the Ministry of the Economy and Planning in collaboration with UNICEF in Segou between 31 May and 4 June, 1999.
- Soumana Thienta participated in the CEFA training in Lomé from 12 to 29 June, 1999 on the theme of "Effective Communication with Youth about Sexuality and Reproductive Health".
- Workshop in Bamako on Partnership and Capacity Building, organized by Save the Children USA, together with Case Western Reserve University's Global Excellence in Management project team.
- Dr. Fatoumata Touré and Mrs. Diawara participated in a meeting between NGOs, private parties, and the Programme Palu regarding the role of NGOs in the campaign against malaria.
- Within the overall staff development framework of Save the Children USA, which promotes ongoing capacity building for its staff and with the particular goal of increasing the capacity of GP/SP, Modibo Maiga participated in a variety of training events and meetings in the United

States between 26 April and 2 July 1999. (These events were all covered by Save the Children private funds.) They included:

- Intensive English training at World Learning's Executive English program;
 - Appreciative Inquiry workshop through the Global Excellence in Management program (Case Western Reserve);
 - Quality Assurance Management Methods for Developing Countries at Johns Hopkins University;
 - Participation in the annual international Health Program Learning Group meeting of Save the Children;
 - Participation in the Population Council's "Operations Research" workshop; and
 - Presentation of GP/SP and its role in the development of Malian Health NGOs to USAID in Washington, at the invitation of *NGO Networks for Health*. The focus of this presentation was GP/SP's role as an African model of coordination of national Health NGOs and the auxiliary roles which USAID/Mali and SCF have played in this effort.
-
- Dr. Youssouf Diallo participated (17 May - 4 June, 1999) in a study trip to the United States organized by the Africa Regional Project "Common Front Against HIV/AIDS", and on the invitation of USAID/Mali.
 - Lamine Diaou participated in a training program on « Institutional Capacity Development » organized by CEDPA in Washington, D.C. 12 July – 13 August.
 - Oumou Dicko participated in a training program on « La Dynamique du Contrôle de Gestion Approfondie Assistée par Ordinateur » 3-25 July in Abidjan.
 - Modibo Sidibé participated in a training program on « Perfectionnement en Gestion et Analyse Financière Assistée par Ordinateur » 9-27 August in Abidjan.
 - Dr. Mariam Kassambara Sow participated in a training program on « Adolescent Reproductive Health », organized by CEDPA in Washington, D.C. 23 August – 10 September.
 - Dr. Fatoumata Touré participated in a conference on NGO partnerships in the area of reproductive health in Nairobi 4-6 November. This conference was organized by CEFA in an effort to stimulate the development of active networks of NGOs, the private sector, government agencies to establish a framework for putting into action the CIPD.
 - Dr. Youssouf Diallo, Dr. Mariam Kassambara Sow, and Lamine Diaou participated in a Save the Children staff development retreat 5-7 October

- Dr. Youssouf Diallo accompanied Emily Moore, NGO Networks for Health consultant, during her field visits documenting how this project has affected the empowerment of women on 8-23 October.
- Dr. Mariam Kassambara Sow attend the « Salon International du Developpement Social Bamako (SIDESBA 99) » 26-28 October.
- Dr. Youssouf Diallo participated in a USAID project on developing a demographic study for « Santé EDS III » together with Salif Coulibaly and Anastasia Gates of USAID 29-31 October.
- Dr. Mariam Kassambara Sow participated in a Save the Children senior staff meeting/staff development workshop in Bougouni 1 November.
- Dr. Youssouf Diallo participated in a workshop on AIDS and Development organized by PNLs to develop a medium term planning document 15-19 November.
- Dr. Fatoumata Touré participated in a meeting of the Technical Committee for Project AIDS II 18 November.
- Mrs. Diawara participated in the Africa Women's Conference in Addis Ababa 22-27 November.
- Modibo Maiga and Noumouké Diarra participated in the FRAC meeting in Dakar 22-30 November.
- Dr. Mariam Kassambara Sow participated in the TIAHRT information meeting at USAID 9 December.
- Dr. Mariam Kassambara Sow participated in the « Roll Back Malaria » meeting at WHO 16 November.
- Regular participation at meetings with PDY, USAID, and the DBC project of the Population Council.
- Organized meeting between Malian NGOs and the Cooperation Française to discuss the proposal of a Health FAC in Mali 18 December.
- Received the health team of the Cooperation Française to discuss . proposal of joint effort between French and Malian Health NGOs. 20-21 December.

3. *Supervision/Monitoring Activities*

- ◆ Review of the staff supervision tools, specifically the guide to evaluate knowledge in Child Survival and Reproductive Health of the A-NGOs and their capacity to train the ARs and PEs was completed.
- ◆ Development of a new model of data input conforming to the program requirements.
- ◆ Field visit to Fana and Dioïla by Modibo Maiga, Youssouf Diallo and Carlos Cortes to identify a zone for operational research for perinatal sepsis.
- ◆ Monitoring and situational analysis of a sampling of CSComs/CSARs in all intervention zones.
- ◆ Supervision visits to the following NGOs:
 - AID/Mali
 - ASDAP (Fana-Bla)
 - AES/SOS Monde Rural
 - ACD/GIAD
 - Consortium le Sahel
 - AMPRODE/Sahel
 - SODAC
 - Djekafo
 - Consortium AEC/Kilabo/Enda Tiers Monde
 - APPF
 - Consortium "3A"
 - AMAPROS
 - SAD
 - Solidarité SIDA/ADICO
 - JIGI
 - Baara Nyuman
 - Donko

All supervisory visits were followed by a debriefing meeting between the project staff, the NGO or Consortium management, and GP/SP where progress towards objectives was reviewed.

4. *Project Outputs (Demand):*

- 1000 T-shirts with the GP/SP logo and with Child Survival or Reproductive Health messages were printed as a part of the Integrated Program for Youth Health.
- Contact with ORTM was made to work on the establishment of a protocol for a collaborative agreement.
- Issues No. 15 and 16 of Kènèya-Info were produced and distributed.
- 3000 bags are being produced for the ARs and PEs.
- An information brochure on reproductive health is in the process of being produced for use by Peer Educators. (2000 copies will be produced.)
- Two videos are being produced about Child Survival and Reproductive Health. (There will be 50 copies of each produced.)
- 'Pagnes' are being produced with specific RH/CS messages.
- Posters on RH and CS are being produced (1000 copies each).
- 50 copies each of three cassettes on CS and RH are being produced.

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- Soumana Thienta participated in the training of « fraction chiefs » in Kidal for the national vaccination days in October.
- Soumana Thienta participated in the national vaccination days activities in Timbuktu in November.
- Sporting events were organized to commemorate World AIDS Day.
- Souman Thienta participated in a situational analysis of malaria in Mopti in December.

5. *Activities (Capacity):*

Participation in the following partner meetings:

- Sahel Summit of Save the Children in Ouagadougou, Burkina Faso (March)
- General Assembly of Kolondieba ASACOs 24-26 June
- Quarterly meeting of all involved in Family Planning, organized by the Ministry of Health, in order to coordinate contraceptive distribution logistics
- NGO support to the ASACOs through:
 - Literacy training
 - Planning and management training
- Mrs. Diawara participated in a conference entitled « Six Billion », organized by FNUAP at the Centre de Santé de la Commune 1 (Maternité de Korofina Nord) 12 October. This was an official ceremony distributing the FNUAP report on the world's population.
- Dr. Fatoumata Touré participated in the CROCEP session for the Koulikoro egion 24-26 November.

6. *Visitors :*

The following visitors were hosted during this reporting period:

- *NGO Networks for Health* (a team of four) 11 April - 2 May, 1999. Not only did this team work with the Bamako based partners of GP/SP but it also was able to make field visits to ASDAP in Bla, AMPRODE/Sahel in Téninkou, and AEC/Kilabo/Tiers Monde in Dioïla.
- CSTS study visit the 8-9 April by
 - Della Dash (PVO Child Survival and Health),
 - Leo Ryan (Program Advisor Manager/Trainer),
 - Kristen Marsh (Nutrition and Maternal/ Child Health Advisor), and
 - Mohamed B. Hamid Haroun (IARA/USA).

This team had a field visit to the Baara Nyuman NGO zone in Magnambougou where it met with the Medical Director of the CSCoM and had a meeting with youth in the same neighborhood. The team also had a meeting with GP/SP staff in Bamako

Groupe Pivot / Santé Population

Program	Core Activity	Activities	Budget- Costs		Scheduled For :				Zone of Intervention				Estimated Target Population (2000)				
			Direct		1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires	#Villages					
Child Survival	Vaccination	<ul style="list-style-type: none"> . Community Moibilisation . Support for the stratégie avancée . Active Research . Cold Chain Support . IEC for national vaccination days . Production of IEC . Census the number of children needing vaccination in the villages 			+	+	+	+	Kayes Koulikoro (Kro) Sikasso Segou Mopti District of Bko	Kita Kati Kro central Banamba Dioila Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune5 Commune 2	46	586	Children 0-23 mo = 69,785				
					+	+	+	+									Women of Childbearing Age: 15-49 = 190,323
					+	+	+	+									Pregnant Women= 45,315
	IMCI	<ul style="list-style-type: none"> . Training for CSCom/CSAR Health Workers . Trianing for A-ONG 'animators': . Training for «Animateurs Relais » . Training of Peer Educators . Promotion of key BASICS messages . Promotion of ORT . Nutrition Demonstrations . IEC . Baby Weighing . Growth Monitoring Support . Distribution of Vitamin A and iodine . Multiplication of IEC material . IEC on exclusive breastfeeding until 4 mo. 				+	+	+	Idem	Idem	Idem	Idem	Children 0-5 years = 203,011				
					+	+	+									Pop. total = 906,300	
	Growth Monitoring					+	+	+	+	Idem	Idem	Idem	Idem	Pop. Total = 906,300			
						+	+	+									
						+	+	+									

ACTION PLAN 2000

Groupe Pivot / Santé Population

Program	Core Activity	Activities	Budget-Costs	Scheduled For :				Zone of Intervention				Estimated Target Population (2000)
			Direct	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires	# Villages	
Reproductive Health	Prenatal Care	. IEC . Social Mobilization . Prenatal Consultations . Involvement of Men . Advocacy re : Maternal Mortality/Safe Motherhood		+	+	+	+	Kayes Koulikoro (Kro) Sikasso Segou Mopti District of Bko	Kita Kati Kro central Banamba Dioifa Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune5 Commune 2	46	586	. Women of Childbearing Age 15-49 = 190,323 . Pregnant Women = 45,315 . Men ≥ 15 ans = 211,168 . Decision/policy makers Pop. total = 906,300
	Assisted Births	. IEC . Social Mobilization . Involvement of Men		+	+	+	+	Idem	Idem	Idem	Idem	Idem
	Postnatal Care	. IEC . Social Mobilization . Postnatal Consultations . Involvement of Men			+	+	+	+	Idem	Idem	Idem	Idem

ACTION PLAN 2000

Groupe Pivot / Santé Population

Program	Core Activity	Activities	Budget-Costs	Scheduled For :				Zone of Intervention				Estimated Target Population (2000)				
				Direct	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires		# Villages			
Reproductive Health	Obstetrical Referrals	<ul style="list-style-type: none"> . Community mobilization . Strengthening communication between husbands and wives . IEC for when to refer 		+	+	+	+	Koyes Koulikoro (Kro) Sikasso Segou Mopti District of Bko	Kita Kati Kro central Banamba Dioila Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune 5 Commune 2	46	586	Women of Childbearing Age : 15-49 = 190,323				
	Family Planning/DBC	<ul style="list-style-type: none"> . IEC/Family Planning . DBC . Community Involvement . BER CER . Involvement of Youth (PE) . Development of IEC support . Multiplication of IEC supports . Training/Recyclage of AR/PE . Referrals 		+	+	+	+					Idem	Idem	Idem	Idem	. Pregnant Women = 45,315
	STDs/AIDS	<ul style="list-style-type: none"> . IEC . Referrals . Training/Recyclage . Development of IEC support . Multiplication of IEC supports . Involvement of school youth and the informal sector (PE) 		+	+	+	+									Idem
												Pop. total = 906,300				

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ACTION PLAN 2000

Groupe Pivotal / Santé Population

Program	Core Activity	Activities	Budget-Costs		Scheduled For :				Zone of Intervention				Estimated Target Population (2000)
			Direct	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires	#Villages		
Strengthening of capacity	Systems HIS	<ul style="list-style-type: none"> . HIS Training . ACCES software training for NGO partners . HIS Reorganization . Organization of meetings about HIS with USAID/ PVOs/NGOs/MOH 		+	+				Kayes Koulikoro (Kro) Sikasso Segou Mopti District of Bko	Kita Kati Kro central Banamba Dioila Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune 5 Commune 2	46	586	ONG partners PVOs USAID MOH
	Contraceptive Distribution System	. Work together with the MOH on the plan of direct provision of contraceptives		+					Idem	Idem	Idem	Idem	MOH
	Ongoing Training	<ul style="list-style-type: none"> . Mini-workshops . Training Supervision . Recyclage 		+	+	+	+		Idem	Idem	Idem	Idem	NGO partners PVOs USAID MOH
	Monitoring	<ul style="list-style-type: none"> . Monitoring of financial and logistical activities . Joint supervision with USAID/MOH/GPSP 		+	+	+	+		Idem	Idem	Idem	Idem	NGO partners PVOs USAID MOH

ACTION PLAN 2000

Groupe Pivot / Santé Population

Program	Core Activity	Activities	Budget-Costs Direct	Scheduled For :				Zone of Intervention				Estimated Target Population (2000)
				1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires	#Villages	
Strengthening of Capacity	Systems											
	IEC	<ul style="list-style-type: none"> . IEC/Advocacy . Training/Recyclage . Advocacy about Adolescent Reproductive Health . Production/distribution IEC material . Strengthening of community capacity . Organization of the Week of the Adolescent in Mali . Organize Forums Around Key Health Issues 		+	+	+	+		Kita Kati Kro central Banamba Dioila Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune5 Commune 2	46	586	Kayes Koulikoro (Kro) Sikasso Segou Mopti District of Bko
	Operational Research	<ul style="list-style-type: none"> . Use of impregnated mosquito nets . Promotion of Peer Educator strategy . Neonatal sepsis . Quality Assurance . Imam/Uléma Project 		+	+	+	+	Idem	Idem	Idem	Idem	NGO Partners MOH Technical Services Community Leaders
	Grassroots Training	<ul style="list-style-type: none"> . IEC - RH & CS . Computer Training . Project Management . Appreciative Inquiry 		+	+			Idem	Idem	Idem	Idem	NGO Partners
	Monitoring & Evaluation	<ul style="list-style-type: none"> . Mini-workshops . Mid-term Evaluation . Annual Program Review . Regional Health Meetings 		+	+	+	+	Idem	Idem	Idem	Idem	NGO Partners

ACTION PLAN 2000

Groupe Pivot / Santé Population

Program	Core Activity	Activities	Budget-Costs Direct	Scheduled For				Zone of Intervention				Estimated Target Population (2000)	
				1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr	Regions	Cercles	# Aires	#Village s		
Strengthening of Capacity	Systems												
	Quality Assurance	Training of NGOs in Quality Assurance		+	+	+	+	Kayes Koulikoro (Kro) Sikasso Segou Mopti District of Bko	Kita Kati Kro central Banamba Dioila Bougouni San Niono Bla Macina Tominian Tenenkou Bankass Commune5 Commune 2	46	586	NGO Partners MOH Policy/Decision Makers Community Leaders	
	Norms and Procedures	. Distribution of the Reviewed Norms and Procedures Document			+			Idem	Idem	Idem	Idem		. Technical Services . NGO partners
	Supervision	. Supervision of financial and logistical activities . Joint supervision with USAID/MOH			+	+	+	+	Idem	Idem	Idem	Idem	NGO partners PVOs USAID MOH
	Ongoing Training	. Training Supervision . Mini-workshops . Recyclages			+	+	+	+	Idem	Idem	Idem	Idem	. NGO partners
	ASACO/ CSCCom	. Logistical Support . Training in planning (micro) . Democratic Governance			+	+			Idem	Idem	Idem	Idem	. NGO Partners

SIKASSO HEALTH

Annual Report

for the period

1 January – 31 December 1999

Save the Children

CA No. 624-A-00-97-00067-00

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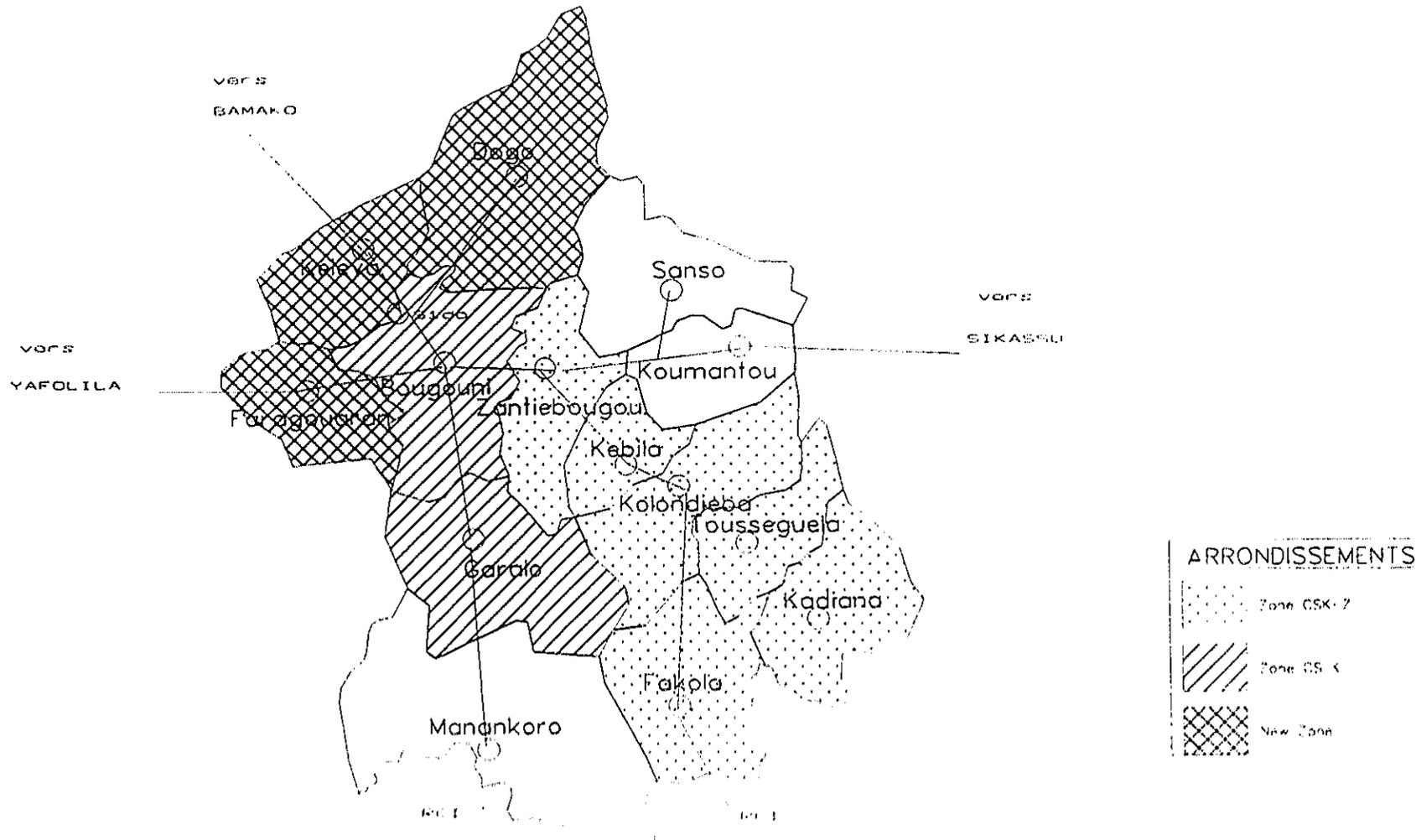
LIST OF ACRONYMS

Sikasso Health Program

APF	Agents Planning Familial
ASACO	Association de Santé Communautaire
AVN	Agents Villageois de Nutrition
CPN	Consultation Pre-natale
CPON	Consultation Post-natale
CPR	Contraceptive Prevalence Rate
CS	Child Survival
CSAR	Centre de Santé d'Arrondissement Revitalisé
CSCoM	Centre de Santé Communautaire
CVS	Comité Villageois de Santé
DRSP	Direction National de Santé Publique
FELASCOM	Federation Locales des ASACOs
FENASCOM	Federation National des ASACOs
FP	Family Planning
INRSP	Institute National de la Recherche en Santé Publique
MOH	Ministry of Health
OPK	Observatoire de Population de Kolondieba
ORS	Oral Rehydration Solution
RH	Reproductive Health
SC	Save the Children
SIS/HIS	Health Information Systems (Data Base)
SPE	Surveillance Preventive des Enfants (Growth Monitoring)
SSS	Services Socio Sanitaire
TBA	Traditional Birth Attendant
FE	Final Evaluation
VHC	Village Health Committees

CERCLE OF BOUGOUNI AND CERCLE OF KOLONDIÉBA

PROGRAM WORK ZONE OF SIKASSO HEALTH PROGRAM



I. INTRODUCTION

Save The Children (SC) has carried out a comprehensive program of integrated child survival and reproductive health activities in the Sikasso region of southern Mali since 1986.

From the five original arrondissements (now communes) in the "cercle" of Kolondieba, Save The Children expanded into the contiguous "cercle" of Bougouni in 1992, when Zantiébougou (one commune) was added. The 1999 population for the Kolondieba /Zantiébougou area is estimated at 179,698.

In 1995 Save the Children expanded into two additional "arrondissements" of Bougouni (Sido and Garalo) with the CS XI project with an estimated total population of 100,746. The CS XI project officially ended September 30, 1999.

As specified in the *Cooperative Agreement*, with the beginning of FY 2000 Save The Children is reducing its work in the Cercle of Kolondieba, replicating its successes and transferring lessons learned to a new zone of operation in three arrondissements in the "cercle" of Bougouni, with a total population estimated at 90,379. The three arrondissements selected, (Faraguaran, Dogo, Kéléya) were selected in consultation with the Chief Medical Officer in Bougouni. As a result of these additions, Save the Children now works with 18 of 25 communes in the Bougouni "cercle". The total population served by the Sikasso Health Program is estimated to be 370,444.

The people of this region survive through agro-pastoral activities. As a zone of the CMDT, the production of cotton plays an important role in people's lives. The population is composed mainly of Peulhs, Bambaras, Senoufos, and some Malinkés.

Key Elements of the Save the Children Strategy

We believe that the success of our efforts are due to the following pillars of our work:

- ✓ ***Beginning at the base in the villages with the health committees.*** This starts with a belief in their capacity and a commitment to provide them with the necessary support to strengthen that capacity...whether it is through literacy training, health training, SIS training, or committee management training.
- ✓ ***Supporting ASACOs through training and mentoring.*** A CSCom directly reflects the strength and capacity of its governing ASACO. Strong ASACOs are critical to a sustainable future of the Mali health structure.

- ✓ **Strengthening the competencies of the ICPNs** through refresher trainings
- ✓ **Strengthening the SSS** through the provision of appropriate training opportunities;
- ✓ **Supporting, through regular fora, a cooperative spirit between these various stakeholders**, one which recognizes interdependence and encourages close communication, sharing, and problem solving together; and
- ✓ **Maintaining a collaborative network** of relationships nationally with other PVOs, recognizing and encouraging possibilities for synergistic programming.

The following report will

- Summarize the Kolondieba/Zantiébougou results as well as note ongoing interventions,
- Summarize the CS XI results and describe activities in this zone during the October-December period, and
- Present the baseline and describe activities being implemented in the new zone.

II KOLON DIEBA/ZANTIÉBOUGOU HEALTH PROJECT

Population Profile/Kolondieba & Zantiébougou

1999 Population	KBA	ZBG	Total	Population within 15 km. rad		
				K=88.4%	Z=38%	Total
	158,456	21,242	179,698	140,075	8,072	148,147
0-11 mo (4%)	6,338	850	7,188	5,603	323	5,926
12-23 mo (3.9%)	6,180	828	7,008	5,463	314	5,777
Women of Childbearing Age (15-49 years)(21%)	33,276	4,460	37,736	29,416	1,695	31,111
Pregnant women/year (5% total population)	7,923	1,062	8,985	7,004	403	7,407
Men 18-55 (16.7%)	26,462	3,547	30,009	23,393	1,348	24,741
Adolescents (15-24 years) (14.1%)	22,342	2,99	25,337	19,751	1,138	20,889

[Handwritten signature]

A. Activities: January through December, 1999

1. *Education/training activities:*

- Nutrition seminar: 235 nutrition volunteers (AVN) were trained in basic nutritional concepts;
 - Family planning seminar: 255 volunteers (male and female) were trained. Among this group, 50.2% were women;
 - Seminar on birth delivery techniques: 56 TBAs were trained, updating their delivery techniques;
 - Seminar about *Health Information Systems* and growth monitoring for 264 CVS members of whom 45.8% were women;
 - A 45 day literacy course for members of 13 ASACOs was conducted in conjunction with the democratic governance team; and
 - A respiratory infection seminar was conducted in June. 27 health agents from different CSCOMs/CSARs participated in this 10 day seminar in Kolondieba. Teachers included personnel from the DRSP (Direction National de Santé Public) from Sikasso and local MOH agents.
2. A mini-forum of the CSCOM/CSAR was held in Kolondieba in April-May. 12.2 % of the participants were women.
3. The first ASACO/CVS forum was held in June, with the participation of 69 ASACO members.
4. Together with local public health authorities, SC teams conducted four radio programs, focusing on the objectives of pre- and post-natal consultations, dental problems, and vaccination.
5. In conjunction with CERPOD, SC organized a seminar focused on survey techniques in April. 13 "surveyors" were trained and are now working in the field.
6. Members of the SC health team participated in the following activities:
- The coordinator of the FP-AIDS/STI programs participated in the quarterly health meeting organized in Sikasso in April '99.
 - Two members of the SC health team participated in the community mobilization seminar organized by UNICEF in June '99.
 - The SC coordinator participated in the Social Capital seminar organized by PNUD in Bamako during May '99.

7. In conjunction with local MOH officials, SC organized an ophthalmic consultation program in 128 EComs and in 23 government schools. Most common pathologies found were conjunctivitis, trachoma, and avitaminoses A.
8. An epidemiological surveillance system was implemented in conjunction with the local MOH. This system was designed with the objective of analyzing monthly the statistics compiled through the radio alarm system. A monthly meeting with the local MOH is being held to analyze the epidemiological profile and implement appropriately responsive activities.
9. In conjunction with the INRSP (Institute National de la Recherche en Santé Publique), SC conducted the first School Health Survey between December 1998 and January 1999. The target population is children between 6 and 15 years old in ten EComs of Kolondieba. The principal results were:
 - A rate of avitaminoses A of more than 5 %
 - Anemia was found among 65 % of the children surveyed
 - Ankylostoma eggs were found in 65 % of the surveyed children
 - Malnutrition was found in more than 32 % of the children
10. In conjunction with SSS Kolondieba the training of 27 agents of CSCComs and CSARs in Acute Respiratory Infections (ARI) for 10 days (during the second quarter) with DRSP Sikasso;
11. Participation of assistant coordinator in the gender analysis study results workshop in November 1999 in Kolondieba;
12. Invitation of one member of the staff to workshop on motherhood referrals and obstetrical care with Sikasso DRSP, November 1999;
13. Final evaluation of CSKZ in July 1999;
14. Transfer of some CSKZ staff to the new zone of Sikasso Health Program 1 October 1999;
15. Invitation to the *Democratic Governance* workshop in November 1999;
16. Distribution of baby scales to each CSCCom (for children 0-3 yrs); inauguration of demonstration days for good feeding practices.

**B. USAID Reporting Indicators: Period of January – December 1999
Save the Children Kolondieba (K) and Zantiébougou (Z)**

Strategic Objective Level

Indicator: Doses of measles vaccine administered to children prior to first birthday (<1):

- a.) Number of doses of measles vaccine administered to children 0- 11 months old : K Z = 6,516
- b.) Estimated number of children 0-11 months in target population: KZ = 7,188

Indicator: Immunization coverage of children less than one year old.

- a.) Number of children 12 - 23 months who have been fully vaccinated before their first birthday: (49.55%) 3,472¹
- b.) Estimated number of children 12 to 23 months in the target population: 7008

Indicator: Prenatal care: Number of tetanus toxin (TT) doses administered to pregnant women:

- a.) Number of doses of TT doses administered to pregnant women 8712²
- b.) Estimated number of pregnant women in the target population = 8,985

Indicator: Prenatal care: Immunization coverage 2+ tetanus toxoid (TT) doses during pregnancy

- a.) Number of women receiving two or more TT doses during pregnancy: 5537
- b.) Estimated number of pregnant women in the target population: 8,985

¹ The figure of 61% reported in the semi-annual report was taken from the exhaustive OPK study while the figure for 1999 results reflects the 'final evaluation' which was a study done through sampling.

² This series includes VAT1+VAT2+VATR

Indicator: Couple Years of Protection (CYP) for modern contraceptive methods for women of reproductive age (15 - 49 years)³

Number of CYP for the following modern methods:

i. Oral contraceptives:	438
ii. Condoms:	75
iii. Spermicide (foaming tablets)	88
iv. Depo/injectables:	267
TOTAL CYP:	<u>868</u>

Intermediate Results – 1 Level: Access: Increased access to the minimum package of child survival (CS) and family planning (FP) interventions:

Indicator: Access to Child Survival Interventions:

- a.) Number of persons in target population within 15 kilometers of facilities offering CS services: **56,148** //
- b.) Total number of persons in the target population: **179,698**

Indicator: Access to Family Planning Services:

- a.) Number of persons in the target population located within 15 kilometers of facilities offering family planning services: **55,852** // should be same as access to CS (one time into community prog grant)
- b.) Total number of persons in the target population **179,698**

N.B. This indicator includes population living within a radius of 15 km from facilities in the zones of Kolondieba and Zantiébougou.

Intermediate Results – 1 Level: Quality: Minimum package of CS and RH interventions provided at district and sub-district levels, according to internationally and nationally recognized norms and standards.

Indicator: Number of health workers trained in the Integrated Management of Childhood Illnesses (IMCI-including malnutrition, diarrhea, malaria, and ARI)

³ Conversion factors :

Oral contraceptives :	15 cycles	= 1 CYP
Condoms	120 Condoms	= 1 CYP
Foaming tablets (spermicide)	120 Tablets	= 1 CYP
Depo-provera/injectables	4 Depo/injectables	= 1 CYP

- a.) Number of agents trained in ARI: 27⁴
- b.) Total number of active health workers: 57

N.B. Further IMCI training modules are being tested by the MOH/DSFC.

Indicator: Supervision of facilities/sites in the target zone

- a.) Number of facilities/sites which had one or more visits by their supervisor in the past three months: 297
- a.) Number of facilities supported: 297

Intermediate Results – 1 Level: Demand: Increased knowledge, attitudes, and practices (KAP) of individuals, households, and community of the minimum package of CS and RH interventions.

Indicator: Caretaker knowledge of key child health practices⁵.

- a.) Number of children with diarrhea whose caretakers reported having sought treatment from health service delivery point and used ORS and/or home liquids. 16% *need absolute number.*
- b.) Number of children (<3 years old) who have had diarrhea during the last two weeks: 20% of the children <3 had diarrhea during the last two weeks

Indicator: Client knowledge of STI preventive practice.⁶

- a.) Number of men/women (¹⁵⁻⁴⁹~~15-24~~ years) knowing at least two acceptable ways of protection against STI?

92.55% men/67% women have cited at least two acceptable ways of protection against STI (Final evaluation report).

- b.) Number of clients/target population for the STI messages:

Population:	Women of child bearing age:	37,737
	Men between 15-49 years:	40,432
Total:	<u>78,169</u>	

⁴ Before 1999, health agents were trained in the prevention and treatment of malnutrition, diarrhea, and malaria. This year, the training focused on ARI. The remaining IMCI training modules are not yet available from the DSFC.

⁵ Same as #2.

⁶ The percentage is based on the sampling done in the final evaluation.

Intermediate Results – 1 Level: Capacity: Institutional capacity to improve community health services

Indicator: Cost recovery mechanisms

- a.) Number of health facilities financed : **15**
- b.) Number of health facilities which achieve 100% recurrent cost recovery: **13⁷**

C. Kolondieba-Zantiébougou Health Program Summary Indicators

Impact Indicators

ACCESS:

Objectives	Baseline 1996	Final Evaluation 1999
90% of the population will have access to minimum package of child survival interventions and be within 15 kms from a CSCom/CSAR	73.7% (SIS SSS 96)	93% (SIS SSS 99)
90% of the population will have access to FP services and be within 15 kms from a CSCom/CSAR	73.7% (SIS SSS 96)	93% (SIS SSS 99)
80% of children between 0-11 months will be vaccinated against measles	91% (SIS SSS 96)	91% HIS of SSS in 1999
80% of children 12 to 23 months will be fully vaccinated before their first birthday	24% (SIS 96)	52.50% (Final evaluation report)
80% of the population will have regular access to essential drugs (ORS, chloroquine) and iron for pregnant women	65%	93% (SIS SSS 99)
90% of women will receive 2 or more doses of TT during pregnancy	66.6%(SIS SSS 96 CSCom/CSAR)	62% (HIS SSS)

Collective Reviewed

*Should be
revised
by
the
Health
Program*

⁷ Due to the lack of nurses at two of the CSComs.

QUALITY:

Objectives	Baseline 1996	Final Evaluation 1999
100% of CSCom/CSAR will offer child survival and reproductive health services according to national health policies.	73.7% (SIS SSS 96)	93% (HIS SSS 99)
90% of the CSCom/CSAR will be supervised at least once every three months	100% (SIS SSS 96)	90% (due to fewer supervisors than in 1996)
80% of the health agents from CSCom/CSAR and the members of the CVS will provide counseling to caretakers of children < 5 with diarrhea.	43% of the health agents CSCom/CSAR and 80% CVS members have provided counseling to caretakers concerning diarrhea	47% of the caretakers have contacted a health facility during a diarrhea episode(F-E)
80% of the health agents from CSCom/CSAR and the members of the CVS will provide counseling to caretakers of children < 5 with respiratory infections	43% of health agents from CSCom/CSAR and 80% of CVS members provided counseling on hygiene.	88% (Final Evaluation).
80% of the health agents from CSCom/CSAR and the members of the CVS will provide counseling to caretakers of children < 5 with malaria.	43% of health agents from CSCom/CSAR and 80% of CVS members have provided counseling on malaria.	61% of caretakers have contacted a health facility for counseling treatment of malaria (F-E).
90% of the health agents from CSCom/CSAR and the members of the CVS will follow the vaccinal status of children	43% of health agents from CSCom/CSAR have followed the vaccination status of children and 80% of CVS members conducted active research of target pop. (source SIS/SSS)	75% of HAs from CSCom/CSAR have followed the vaccination status of children and 80% of CVS members conducted active research of target pop.
80% of the CSCom/CSAR health agents will provide counseling to couples and adolescents focused on reproductive health (RH)	43% of CSCom/CSAR health agents have provided RH counseling to couples and adolescents	14% of couples have received RH counseling from a health agent (F-E). ²
80% of deliveries will be assisted by a TBA (trained or "recycled" by SCF)	25% of deliveries have been assisted by a TBA (Source :EDSM 96)	54.52 % of mothers reported birth assistance by a TBA in their last delivery (F-E)

* This figure underscores the nurses' need for further training in RH counseling. Additionally, different assessment standards were used in 1996

Demand:

Objectives	Baseline 1996	Final Evaluation 1999
80% of the children <3 years and with diarrhea during the last two weeks will receive ORS or treatment in a health facility	16% of children who had diarrhea in the last two weeks received ORS (source:EDS 96-97)	13% of caretakers reported ORS treatment through a health agent (F-E)
50% of children < 4 months will be exclusively breast-feed	12% of children have been exclusively breast-feed (source:EDS 96-97)	30% of children < 4 months are exclusively breast-feed (F-E)
80% of caretakers with feverish children during the last 24 hours will have sought care at a CSCom/CSAR	< 22% of caretakers contacted a health facility to receive treatment for their feverish children (EDS-96)	21% of caretakers with feverish children during the last 24 hours have sought care at a CSCom/CSAR (F-E)
80% of caretakers will be able to recognize at least two signs of acute respiratory infections (ARI)(coughing, fever, dispenea, taquipnea)	15 % of caretakers have recognized at least two signs of ARI (EDS 96-97)	21.21% of caretakers will be able to recognize at least two signs of (ARI) (coughing, fever, dyspnea, taquipnea) (F-E)
60% contraceptive prevalence rate (CPR) among couples 15-24 years.	2% contraceptive prevalence rate in rural areas (EDS 96-97)	2.79CPR in '99 (SSS/SC)
Achieve 1000 CYP	423.16	868 (Jan-December '99)
60% of men will have reported condom utilization during the last sexual intercourse	8.7% of men have reported condom utilization during their last sexual intercourse (EDS 96-97)	15% of men reported condom utilization during the last sexual intercourse
90% of young adolescents between 15-24 will know two ways of preventing STI	12% of adolescents declared knowledge of at least one way to prevent STIs (source:EDS-MALI 96-97)	66% of adolescent (boys) and 56% of adolescent (girls) knew two ways of preventing STIs (F-E)

* 1996-97 CYP conversion:

Condom =150, Spermicide=150, oral contraceptives = 15, Depo/injectable = 4

Comments:

The baseline information used was taken from CS 8 and reflects a different data collection method from that used for the final evaluation in 1999. This has created troubling differences for certain indicators.

Quality: On the whole the final evaluation results are positive. We wish to note, however, the ongoing absence of a nurse in one CSCom and the insufficiency of certain data (particularly re: ICPM assisted deliveries).

Demand: Additionally, it is clear that the HAs need more training in IMCI to improve their capacity to encourage mothers to seek care for their ill children.

CAPACITY:

Objectives	Baseline 1996	Final Evaluation 1999
100% of periodic reports will be sent on time	100%	95% of periodic reports are sent on time
90% of CSComs will utilize graphics to follow vaccination coverage	10/14 CSCom (71.4%)	14/15 CSComs (93.33%)
80% of CSComs/CSAR will have a 100% cost recovery system	10/14 CSCom (71.4%)	13/15 CSComs (86.6%)
50% of CSComs/CSAR will utilize the information from HIS to make decisions.	10/14 CSCom (71.4%)	14/15 CSComs (86.6%)

Comments: Between January and December 1999, two CSComs (Diaka 10 months and Farako 3 months) did not have nursing personnel.

Process Indicators:

ACCESS:

Objectives	Baseline 1996	Results 1999	% of Objective Achieved
2 new CSComs created will offer child survival and reproductive health services.	Not accepted by local MOH ⁹	NA	NA
2 new ASACOS created	Idem	NA	NA
number of villages pharmacies created(90)	Idem	NA	NA

QUALITY:

Objectives	Baseline 1996	Final Evaluation 1999
Train 272 members of CVS in nutrition, ARI, FP, malaria and HIS	272 members of CVS	255 APFs/235 AVNs and 264 CVS members trained
Train 28 health agents from CSComs and 25 SC agents in	26 health agents ¹⁰ 25 SC agents	51 agents recycled/trained in ARI

ARI and perinatal management		
Train the members of ASACO in mngmnt/plnng & HIS utilizatn/decisn making process		Training on-going for 82 ASACO members
Train/recycle 70 TBAs		56 TBA in ongoing training activities ¹¹
Train/recycle 272 AVNs in nutrition /breastfeeding techniques.	272 AVNs	235 AVNs recycled or trained
Number of supervisions of CSComs/CSAR and selling points for DBC.	1602 supervisions at 178 selling DBC points	1192 supervisions conducted at the 178 DBC points Jan-June included in 1824 total

Comments: ASACO members have been trained by the SSS of Kolondieba Integrated supervisions help to understand and resolve difficulties.

Additional Activities:

- 15 ASACOs have received literacy training; and
- Monthly meetings have been held between ASACOs and FELASCOM;

D. Narrative: Challenges/Successes/Stories of Impact

Challenges:

The following are challenges encountered and how they were dealt with:

Reproductive Health

- Stock outage of modern contraceptives at CSComs/ CSARs
- Decline of modern contraceptives sold

These problems were dealt with through the (1) organization of meetings with the SSS of Kolondieba to ensure that CSComs had adequate supplies of contraceptives and (2) organization of FP IEC sessions in the villages.

¹⁰ 26 of the 28 invited attended the training event.

¹¹ There will continue to be ongoing training for the TBAs.

Child Survival

- Decreasing number of women having pre-natal consultations at CCom/CSAR level
- Some CComs/CSARs were without an agent for the "strategie avancée"

These problems were addressed through (1) radio messages targeted to women on the importance of pre and post natal consultations and (2) meetings with ASACOs to help them recruit nurses.

Successes/ Stories of Impact:

1. The phase-out strategy developed included the gradual withdrawal of logistical support for community distribution of contraceptives. We are pleased to note that after complete withdrawal, we found that 80% of the DBC (*Distribution de Base Communautaire*) has continued to be supported from the CCom.
2. Meetings between ASACO members and FELASCOM have been improving. Both associations are organizing coordinated supervision visits.
3. 14 of 15 CComs are making decisions based on their yearly activity plans.
4. A member of a VHC, trained by Save the Children, so impressed an entire community within his health 'aire', that he was recruited to be the manager of the CCom of Gourouko.

E. MOH Collaboration/Other Partnership

During the semester being reported, project officials:

- a) sent supervisory reports to the appropriate MOH officials: Yes
- b) sent service statistics to the appropriate MOH officials: Yes
- c) attended meetings or otherwise had official contact with the appropriate local MOH officials during which project activities and plans were discussed: Yes

In addition to sharing documents and attending meetings as noted above, Save the Children has continued to enjoy a close partnership with the SSS

of Kolondieba. Some of the activities which Save the Children has provided technical and financial (through SC private funds) support for include:

- Training of *Traditional Birth Attendants*
- Refurbishing of the Kolondieba maternity
- Provision of a sonograph (together with training)
- Organization of National Vaccination Days
- Organization of World AIDS Day activities
- Provision of 5 refrigerators in the zone of Kolondieba
- Financial support of radio emissions of health messages
- Annual planning jointly done with SSS of Kolondieba
- Save the Children also closely collaborates in the field with SIGHT SAVERS, UNICEF, and CERPOD

F. Future Plans: January – June 2000

- Train new (younger) TBAs by health "aires" to replace some of the older ones in some villages.
- Further support to VHCs with HIS through the training of two members each in data collection and reporting.
- Organize "health education" messages for children in public school
- Organization of IEC sessions about RH activities for youth 15-24 years
- Together with DG, training of ASACO members in Bamanankan to achieve the target objective of 80% literacy.
- Organization of training and exchange visits between ASACOs
- Training of health agents in IMCI.

III. CHILD SURVIVAL XI

As the CS XI project is described in detail in the final report for this project and, as it is not a part of the Cooperative Agreement being reported on, the following will be a summary of achievements as well as a description of the activities which occurred in the CS XI zone between 1 October – 31 December 1999, supported by this Cooperative Agreement.

A Demographic Description

The CS XI project covered two < arrondissements > : Garalo and Sido in the Bougouni town commune. The population of the project zone is estimated to be around 100,746 of which the following are target groups

Target Population	Estimated # Persons
Infants 0-11 months (4% of total population)	4,030
Infants 12-23 months (3.9% of total population)	3,929
Women of childbearing age (21% of total pop)	21,157
Pregnant women (5% of total population)	5,037

B CS XI Goals and Objectives/ Results Highlights

- **Project Goal :**

A sustainable reduction in infant, children under five, and maternal morbidity and mortality, as a result of the implementation of two community-based strategies:

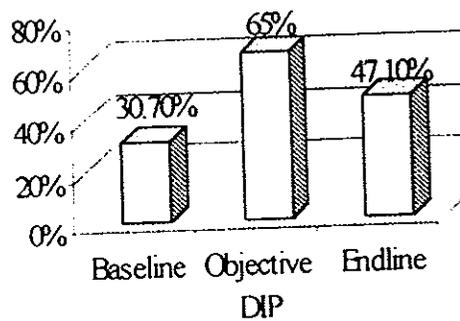
1. *Community education programs which include the promotion of safe motherhood practices and caretakers education, and*
2. *community mobilization, including the promotion of sustainable community-based initiatives including village health committees (CVS) and CSCom (community health centers).*

- **Specific Program Objectives to support this Goal/Results Highlights:**

1. **Vaccination:** 65% of children 12-23 months will be fully vaccinated before their first birthday.

Results:

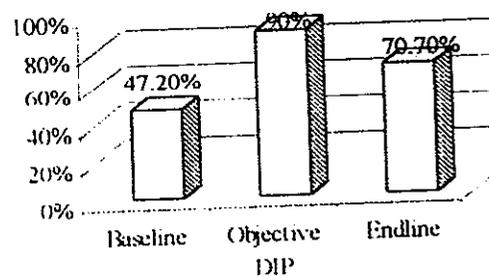
Children 12-23 Months fully immunized



2. **Vaccination:** 90% of women of childbearing age will have received at least two doses of tetanus toxin.

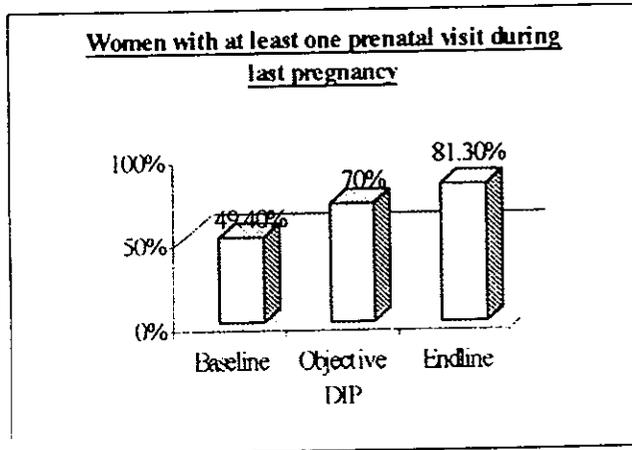
Results:

Women of Child-bearing age 2 + tetanus toxoid

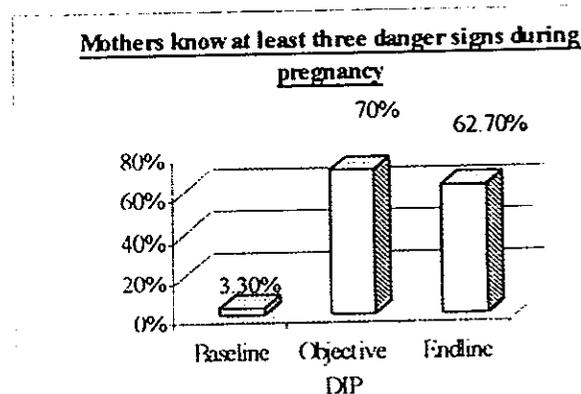


The results were affected by a rupture in vaccine stock as well as a rupture in CSCom staffing in certain areas.

3. *Family Planning/Safe Motherhood*: 70% of pregnant women will have at least one prenatal visit and will have their delivery assisted by a trained birth attendant, and 40% of delivery women will have one postnatal visit.
Results:



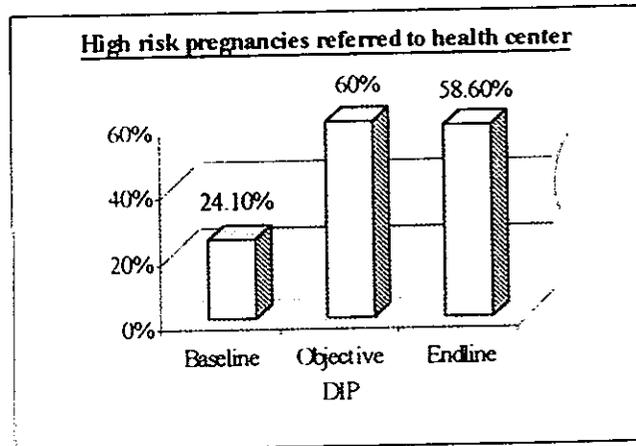
4. *Family Planning/Safe Motherhood*: 70% of mothers will know at least three danger signs for each of the three mothering conditions (pregnancy, delivery, nursing)
Results:



The se good results reflect the effectiveness of the IEC in promoting behavior change.

5. *Family Planning/Safe Motherhood*: 60% of high risk pregnancies, diagnosed in the course of prenatal visits, will be referred to a health center.

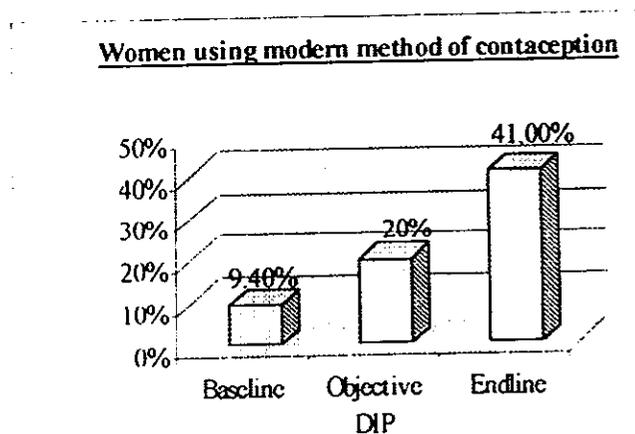
Results:



The above statistics are high risk pregnancies referred from CSComs to the Bougouni Health Center.

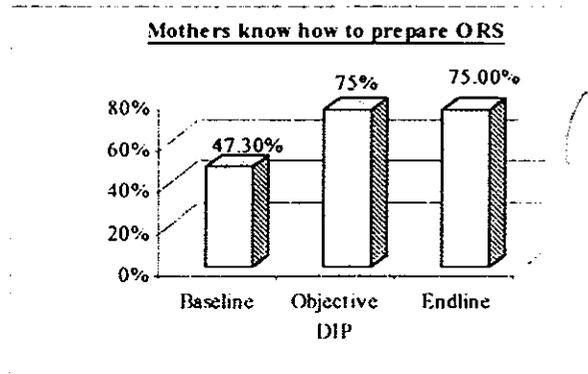
6. *Family Planning/Safe Motherhood*: 20% of women who wish to space their children will use modern contraceptive methods.

Results:



7. **Battle against Diarrheal Disease:** 75% of mothers will know how to prepare Oral Rehydration Solution (ORS), managing cases of diarrhea using available liquids and cereals, and knowing when to refer serious cases or where there are complications.

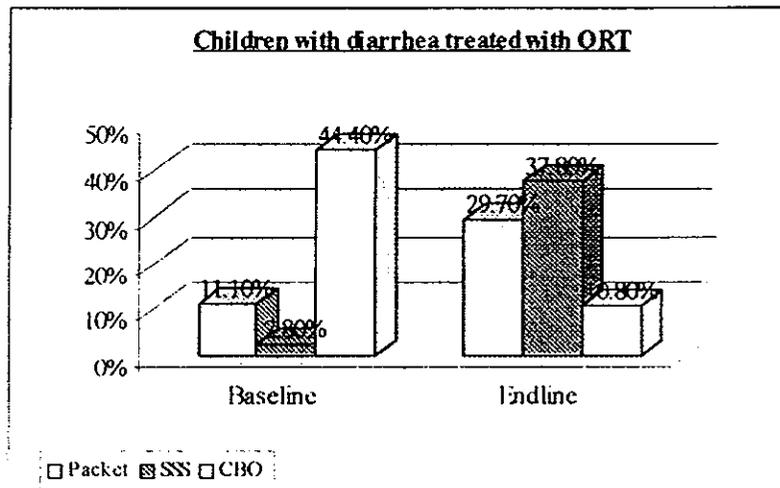
Results:



The full achievement of results is due to intensive IEC since 1996 in the CS XI project area.

8. **Battle against Diarrheal Disease:** 75% of children with diarrhea for two weeks or more will be treated with oral rehydration therapy

Results:



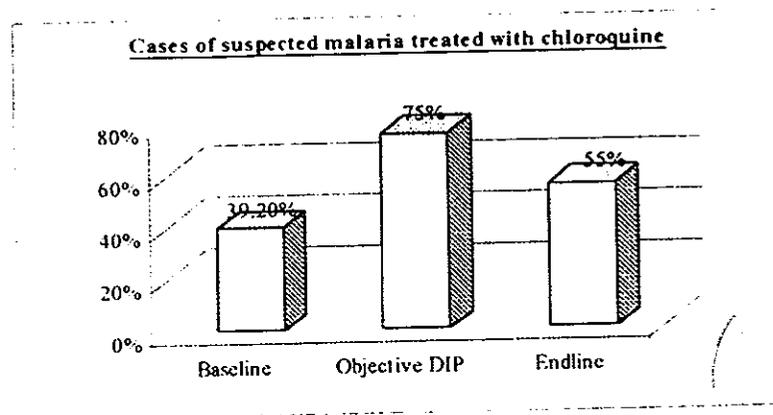
SSS- Sugar Salt Solution
 CBO Cereal-based ORT

95

The total for all ORT methods is 67.5% .

9. *Battle against Malaria:* 75% of suspected cases of malaria will be treated with chloroquine and referred in case their conditions do not respond to the treatment.

Results:



These positive results are due to the combination of the village drug kit and intensive IEC by the Village Health Committees.

C USAID Reporting Indicators

Strategic Objective Level

Indicator: Doses of measles vaccine administered to children prior to first birthday (<1):

a) Number of doses of measles vaccine administered to children 0-11 months old: 1,927

b) Estimated number of children 0-11 months in target population: Total = 4,030

Indicator: Prenatal care: Number of tetanus toxoid (TT) doses administered to pregnant women:

a) Number of doses of TT doses administered to pregnant women: 2,486

b) Estimated number of pregnant women in the target population: 5,037

Indicator: Couple Years of Protection (CYP) for modern contraceptive methods for women of reproductive age (15 - 49 years)¹²

Number of CYP for the following modern methods:

i. Oral contraceptives:	108
ii. Condoms:	8
iii. Spermicide (foaming tablets)	4
iv. Depo-provera	57
TOTAL CYP:	177

- This CYP data comes from 6 CSComs and family planning of Commune of Bougouni.

Intermediate Results – 1 Level: Access: Increased access to the minimum package of child survival (CS) and family planning (FP) interventions at district and sub-district levels:

Indicator: Access to Child Survival Interventions:

- b.) Number of persons in target population within 15 kilometers of facilities offering CS services: 30,488
- b.) Total number of persons in the target population: 100,746

Indicator: Access to Family Planning Services:

- b.) Number of persons in the target population located within 15 kilometers of facilities offering family planning services: 15,531
- b.) Total number of persons in the target population 100,746

Intermediate Results – 1 Level: Quality: Minimum package of CS and RH interventions is provided at district and sub-district levels, according to internationally and nationally recognized norms and standards.

Indicator: Number of health workers trained in the Integrated Management of Childhood Illnesses (IMCI-including malnutrition, diarrhea, malaria, and ARI)

¹² Conversion factors :

Oral contraceptives :	15 cycles	= 1 CYP
Condoms	120 Condoms	= 1 CYP
Foaming tablets (spermicide)	120 Tablets	= 1 CYP
Depo-provera/injectables	4 Depo/injectables	= 1 CYP

- a.) Number of health workers trained in malnutrition, diarrhea, malaria, and ARI: 16
- b.) Total number of active health workers: 35

N.B. Module is still being tested by MOH.

Indicator: Supervision of activities at facilities/sites in the target zone:

- a.) Number of facilities/sites which had 1 or more visits by their supervisor in the past three months:
 - 118 (all) pharmaceutical banks visited/supervised
 - 302 (all) family planning animators were visited
 - 6 (all) CSComs were visited.
- b.) Number of facilities/sites supported: 6

In addition,

- 10 literacy centers were equipped
- 2 refrigerators and 1 motorcycle were provided for three ASACOs during 1999.

Indicator: Cost recovery capacity developed:

Of the 6 CSComs financed by Save the Children, 6 (or 100%) developed effective cost recovery systems according to the norms of the health sector policies.

D Additional Activities January- December 1999

- Currently, the "positive deviance" strategy is being piloted in the two villages of Flaboula and Sogola;
- Together with the CSComs, there is continued planning and implementation of ongoing activities (vaccinations, SPE, CPN, CPON);
- Quality Assurance of the CSCom and CVS activities/services to ensure their sustainability;
- The CSComs of Bougouni –South, the last in CS XI area started its activities in December 1999;
- The final evaluation for CS XI was done;
- A CS XI phase out plan was developed, focussing on sustainability issues;

- The organization of visits by key Save the Children headquarters personnel to the CS XI zone, including Spee Braun, Anne Martin, and Diana Myers;
- The organization of the visit by a USAID/DC Child Survival team headed by Della Dash;
- The organization of a week long exchange visit by IARA colleagues based in Timbuktu;
- The invitation of the coordinator for a presentation at an international meeting in Washington, DC on *Safe Motherhood*;
- RH training for the assistant coordinator in Lomé;
- English language training for interested members of the Bougouni staff and French language training for maintenance staff (in Bougouni);

Activities Supported through this CA October-December 1999

- ◆ Ongoing planning with CSComs for the implementation of regular activities (SPE, CPN, CPON);
- ◆ Phaseout plan from CS XI zone done with an emphasis on sustainability;
- ◆ Quality monitoring of CS XI CSComs and CVS activities to ensure their sustainability;
- ◆ Bougouni-South CSCom made operational;
- ◆ New zone baseline done; and
- ◆ Refresher training for all SC Sikasso Health staff, and SSS staff re: key health messages.

E Narrative: Challenges/Lessons Learned/Successes/Stories of Impact

Challenges

In spite of the efforts made to address malnutrition, this remains an enormous problem for this zone. We are encouraged by the results of work with "*positive deviance*" which was piloted in this zone in April as a means of addressing issues of malnutrition. Plans are underway now to use "*positive deviance*" methods more broadly, both geographically as well as in different sectors.

An evaluation of the effectiveness of "positive deviance" will be done in March 2000 to verify our anecdotal findings.

Lessons Learned

- 1) We learned that the mini workshops held to bring together the ASACOs and CVSs are critical to the effectiveness of the system and should happen at least quarterly. These meetings provide an opportunity for the ASACOs to hear on a regular basis exactly what the needs and expectations of the villages are. SC has been key in organizing regular meetings which have now become institutionalized.
- 2) The importance of a solid relationship with the SSS as a base to all of our work is evident on a daily basis.
- 3) The results which we expected to attain re: vaccination coverage were not achieved due to a rupture in stock. This unfortunate event underlines the ongoing need for close communication and monitoring of vaccine supplies and distribution by all partners in the effort.

Stories of Impact

- Throughout the zone of intervention, we are struck by the empowering effects of the establishment of village health committees. This is demonstrated through women's participation on the committees, through women's 'sacrificing' to have their children vaccinated, through changing behaviors around weaning and nutrition, through more frequent and appropriate response to illnesses, and through a growing use of contraceptives to space births.
- In several villages which had previously experienced internal divisions, we have also found that working together for the community well being (with a VHC) has improved overall community relations.

F MOH Collaboration

During the reporting period, project officials:

- a) sent supervisory reports to the appropriate MOH officials Yes
- b) sent service statistics to the appropriate MOH officials Yes
- c) attended meetings or otherwise had official contact with the appropriate local MOH officials during which project activities and plans were discussed Yes

G Future Plans: January – June 2000

- Continue performance monitoring of *Village Health Committees*;
- Together with the CSComs, continued planning and implementation of ongoing activities (vaccinations, SPE, CPN, CPON);
- Ongoing activities focusing on *Reproductive Health* and *Youth Health*; and
- Ongoing reporting of HIS data from CSComs and VHCs.

IV NEW ZONE – SIKASSO HEALTH PROGRAM

A. Introduction

With the phasing out of health related activities in Kolondieba and with the closure of CS XI, Save the Children, as originally proposed in this *Cooperative Agreement (CA)* and as further defined in the *Continuation Application* for this CA, has, at the beginning of FY 2000, begun activities in a new zone comprised of three “*arrondissements*” (now eight communes) with a total of population estimated at 90,379.

The three *arrondissements* (Faraguaran, Dogo, and Kéléya) were selected in consultation with the Chief Medical Officer in Bougouni and are justified on the basis of epidemiological context, Service Socio-Sanitaire (SSS) concurrence, feasibility, efficiency, community input, and potential for the replication of successes and the transfer of lessons learnt in contiguous zones.

B. Demographic Description—New Zone

Target Population	Estimated # Persons
Total Population	90,379
Infants 0-11 months (4% of total population)	3,615
Infants 12-23 months (3.9% of total population)	3,525
Women of childbearing Age (21% of total pop)	18,980
Pregnant Women (5% of total population)	4,519
Men 18-55 (16.7% of total population)	15,093
Adolescents 15-24 (14.1% of total population)	12,743

C. Activities/ Strategies

To achieve results in access, quality, demand, and capacity, the Sikasso Health Program works with local partners through strategies of community mobilization and institutional development. The new zone will benefit from a full package of activities and interventions, with a heightened focus on quality of care.

In this new zone, SC will partner with ASACOs, communities, and the SSS to implement a full package of interventions consistent with the *politique sectorielle* of the Government of Mali which specifies the *Minimum Package of Activities (MPA)* for child survival and reproductive health to be delivered through the CSComs as follows:

- vaccination of children 0-11 months
- vaccination of women of child-bearing age
- antenatal care
- delivery assistance
- well-child monitoring
- information, education, communication (IEC) of a variety of health messages
- follow-up of chronic diseases and at-risk individuals, including sexually transmitted infections (STI) and HIV/AIDS

D. First Results

- 390 VHCs have had Bambara literacy training.
- There is ongoing registration of the target population at the village level.

E. Sikasso Health Program - Indicators and Targets - New Zone

Indicator	Baseline	Target in 00	Target in 01	Target result 2002
ACCESS - IMPACT				
% of population within 15km of a fixed health facility, CBD or community agent/site offering CS services	34%	50%	90%	90%
% of population within 15km of a fixed health facility, CBD or community agent/site offering RH services	34%	50%	90%	90%
ACCESS - PROCESS				
# of new C Coms created offering CS/RH services	3	4	4	8
# of new ASACOs created	4	6	4	10
# of village pharmacies created	0	45	35	80

Indicator	Baseline	Target in 00	Target in 01	Target result 2002
QUALITY - IMPACT				
# of community health personnel trained in IMCI	0	40	8	48
a) # of CHAs correctly assessing and treating children under 5 with presumptive malaria and counseling their caretakers	0	20%	50%	80%
b) # of CHAs correctly assessing and treating children under 5 with diarrhea and counseling their caretakers	0	20%	50%	80%
c) # of CHAs correctly assessing and treating children under 5 with pneumonia and counseling their caretakers	0	20%	50%	80%
d) # of CHAs correctly assessing and treating children under 5 who are malnourished and counseling their caretakers	0	20%	50%	80%
% of births assisted by a trained health attendant	34%	30% ¹³	70%	80%
# of CSComs offering CS interventions according to international and national standards	0	4	4	8
QUALITY - PROCESS				
# of village health committee members trained in emphasis behaviors for CS and danger signs	0	200	150	350
# of community health agents (CHAs) trained in CS and clean delivery	6	150	200	350
# of ASACOs trained in and using information management for decision-making	0	4	4	8
# of TBAs trained in clean delivery	0	150	200	350
# of AVNs trained in nutrition and breast-feeding	0	200	150	350
# of supervisory visits to community-based distribution points by CSCom personnel	0	525	525	1050

¹³ The target was established before the baseline. We were very encouraged by this baseline figure and will continue to support safe motherhood through ongoing work with and refresher training for matrones and TBAs.

Indicator	Baseline	Target in 00	Target in 01	Target result 2002
DEMAND - IMPACT				
% of caretakers who can cite 3 danger signs which require immediate medical assistance	0%	20%	50%	80%
% of children aged 12-23 months vaccinated for measles by age 12 months	20.2%	30%	65%	80%
% of children 12 to 23 months who are fully vaccinated before their first birthday	4.8%	30%	65%	80%
% of women who received at least 2 doses of tetanus toxin (TT) during pregnancy	31.7%	40%	70%	90%
Contraceptive Prevalence Rate (CPR) for men/women of reproductive age (15-24)	2.2%	10%	15%	20%
% of men reporting condom use during last casual sexual encounter	19.2%	20%	40%	50%
% of men/women of reproductive age knowing at least two acceptable ways of protection against STIs	17.4%	10%	50%	80%
% of children under age 3 with diarrhea in the last 2 weeks who received ORS	14.9%	50%	65%	80%
% of caretakers of children under age 3 with diarrhea in the last 2 weeks who sought treatment at a health facility	14.9%	40%	70%	80%
% of children under 4 months who are exclusively breast-fed	3.5%	30%	60%	80%
Couple years of protection for modern contraceptive methods	Not available	300	700	1000
DEMAND - PROCESS				
# of IEC/BCC sessions given on emphasis behavior and danger signs	0	620	1240	1860
# of IEC/BCC sessions given in community schools	0	55	110	165
# of health sessions organized by women's groups	0	30	60	120
# of reproductive health sessions organized by GGLS groups	0	30	60	120
# of mothers participating in nutrition sessions given by AVNs	0	4520	4651	4786
# of mother participating in health sessions given by TBAs		4520	4651	4786

Indicator	Baseline	Target in 00	Target in 01	Target result 2002
CAPACITY - IMPACT				
% of health facilities which report one or more supervisory visits in the past 3 months	33%	100%	100%	100%
% of CBD agents reporting one or more visits by supervisors during the past three months	0%	40%	60%	90%
# of CSComs reporting 100% cost recovery	33%	50% (3/6)	80% (8/10)	100% (10/10)
% of CSComs tracking vaccination coverage through graphical data	0%	33% (2/6)	60% (6/10)	90% (9/10)
% of CSComs submitting reports on time	33%	100% (6/6)	100% (10/10)	100% (10/10)
CAPACITY - PROCESS				
# of ASACOs with 100% literacy of members in Bambara	0	40%	90%	100%
# of ASACOs with at least one female member	3	4	4	8
# of ASACOs meeting on a monthly basis	3	4	4	8
# of ASACOs making decisions based on a bi-annual review of their activities	0	4	4	8

F. CONCLUSION

The activities in the new zone have begun with the registration of the target population in each village

The following is a table of the composition of the village health committees:

Health Aires	# of VHCs	Men	Women
Kéléya	18	72	90
Diban	20	60	84
Ouroum	17	68	85
Faraguaran	15	71	78
Torakoro	14	72	63
Toba	20	98	102
Meridiela	20	98	75
TOTAL	124	539	577

G. Future Plans: January – June 2000

- Train 150 TBA
- Train 200 APF
- Train 200 AVN
- Train 96 Peer Educators
- Train two members of each VHC in data collection and reporting (HIS)
- Organize "health education" messages for children in public school
- Organize of IEC sessions on RH activities for youth 15-24 years
- Train of ASACO members in Bamanankan.
- Organize training for and exchanges between ASACOs

V Intersectoral Synergy

In addition to strong links with our Democratic Governance team (working with the Village Health Committees and the ASACOs), the Sikasso Health Program is strengthened through cross-cutting applications of other sectors. It is also strengthened by ongoing collaboration with other PVOs.

Microfinance, through the GGLS program, by helping women increase their income, enables them to better meet the health (buying the "Cartes d'Adhesion", paying for medicines), nutritional, and educational (payment school fees) needs of their children.

Through the same micro-finance structure, pharmaceutical banks are being established which are enabling benefiting communities to access important basic medicines (such as chloroquine).

Other examples of benefits which the Sikasso Health Program receives from other sectors are:

- Literacy training for members of the Village Health Committees and ASACOs which includes some management and HIS training as well;
- School Health activities for youth and teachers in the Ecoles Communautaires;
- Market Gardens and the IEC on nutrition developed by that sector has already shown positive effects of through the increased consumption in benefiting communities of vegetables rich in Vitamin A and iron; and
- Regular meetings with the 24 Sikasso based NGO members of Groupe P: ot / Santé Population are used to share experiences: successes, challenges, lessons learned to the benefit of all. One of these NGOs, AID-Mali is now using the "positive deviance" methodology in its nutrition work in its zone of intervention.

ANNEXES

Work Plan New Zone: FYs 2000, 2001, 2002
Work Plan Phaseover Zone : Fys 2000, 2001, 2002

Sikasso Health Workplan for the Continuation Phase: FY00-FY02
New Zone

Program Coordinator - PC
Deputy Coordinator - DC
Training Coordinator - TC

M&E Coordinator - MEC
HIS Coordinator - HISC
HIS Assistant - HISA

Midwife/Nurse - M/N
Animator Supervisor - AS
Animator - A

O- Outputs

Task	Staff	FY00 10/99-9/00				FY01 10/00-9/01				FY02 10/01-9/02				Link to Results Framework	Outputs	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Management Issues																
Staff in place	PC	O													1, 2, 3, 4	
Procurement	PC	O													1, 2, 3, 4	Procurement completed
Quality Assurance	PC - DC		O	O											2	Quality Assurance (QA) plan adopted (Q2) and QA teams functional (Q3)
Community Mobilization																
Dialogue with community leaders	DC														1, 3	Strengthen community support for VHCs, ASACOs, and CSCOMs
Feedback discussions on baseline surveys	DC	O													2, 3, 4	Share baseline survey results to collaborate on information management and decision-making
Forum ASACOs-VHCs	DC				O				O					O	2, 4	Annual forum to share information and discuss collaboration issues between ASACOs and VHCs
CSCOMs created	M/N-AS-A		O		O			O	O						1	8 CSCOMs created by the end of FY01 4 in FY99 and 4 in FY01
Exchange visits between ASACOs	HISC			O				O		O					2	Members from the new 10 ASACOs visit nearby "model" ASACOs
Routine CS/RH Interventions																
Vaccination	AS - A														2, 3	Ongoing
Growth Monitoring	A														2, 3	Ongoing
Nutrition educ & rehab	M/N														2, 3	Ongoing
Antenatal consultations	M/N														2, 3	Ongoing
Post-natal consultations	M/N														2, 3	Ongoing
IEC - individual/group/radio	TC-M/N-AS-A														2, 3	Ongoing
Strategie avancée	M/N-AS-A														2, 3	Ongoing
Monitoring & Evaluation																
Health Information System in place	DC			O											4	Health Information System established in the new zone
Data collection	HISC														1, 2, 3, 4	Accurate data collection takes place on a regular basis

Task	Staff	FY00 10/99-9/00				FY01 10/00-9/01				FY02 10/01-9/02				Link to Results Framework	Outputs
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Baseline KPC (survey Jul 99)	PC - DC	○												1, 2, 3, 4	Baseline analysis completed and report submitted to USAID
Baseline HFA (survey Jul 99)	PC - DC	○												1, 2, 3, 4	Baseline analysis completed and report submitted to USAID
DIP development	PC - MEC	○												1, 2, 3, 4	DIP completed
CROCEPS Liasion	PC	○				○				○				2, 4	
Supervision visits	DC													4	Ongoing
Annual planning with SSS	PC	○				○				○				1, 2, 3, 4	
Annual Survey	DC		○				○				○			1, 2, 3, 4	Annual report submitted to USAID
Endline KPC	DC												○	1, 2, 3, 4	Endline analysis completed
Endline HFA	PC - DC												○	1, 2, 3, 4	Endline analysis completed
Final Evaluation	PC - DC												○	1, 2, 3, 4	Final evaluation report submitted to SC/US and USAID
Training															
Refine curricula	DC	○												2	Curricula reviewed and adapted (as needed)
TBA training/refresher	M/N- AS-A			○			○							2	350 TBAs trained in clean delivery
ASACO training	TC		○	○	○		○		○					2,4	ASACO members selected and trained for the new CSCOMs
AVN training (nutrition)	TC - M/N		○					○						2	350 AVNs trained in nutrition and breastfeeding
Training of selected CHAs as FP agents	TC - M/N		○				○							2	350 CHAs trained as FP agents
IMCI training for SSS	TC - DC			○						○				2	48 health personnel trained in ICMI
CHAs training	TC - DC		○				○							2, 3, 4	350 CHAs trained in HIS, emphasis behavior for CS and danger signs
VHC training	TC													2, 4	350 village health committee members trained emphasis behavior for CS and danger signs
Training of SC project staff	TC	○												1, 2, 3, 4	
Peer education training	TC													3	105 peer educators trained
Training of traditional healers	DC - TC				○									2	150 trained
Special Health Promotional Activities															
Impregnated mosquito nets	DC - TC			○				○					○	3	
International Health Day	DC - PC		○				○				○			3	
International AIDS Day	DC - PC	○				○				○				3	
Technical Assistance															
SC (HQ or regional)	PC	○				○				○				1, 2, 3, 4	Assistance with surveys/analyzes

Task	FY00 10/99-9/00				FY01 10/00-9/01				FY02 10/01-9/02				Link to Results Framework	Assistance with DIP development, M&E, and final evaluation	
	01	02	03	04	01	02	03	04	01	02	03	04			
External														1, 2, 3, 4	Outputs
PC															

Sikasso Health Workplan for the Continuation Phase: FY00-FY02
Phaseover Zone

Program Coordinator - PC
Deputy Coordinator - DC
Training Coordinator - TC

M&E Coordinator - MEC
HIS Coordinator - HISC
HIS Assistant - HISA

Midwife/Nurse - M/N
Animator Supervisor - AS
Animator - A

O - Outputs

Task	Staff	FY00 10/99-9/00				FY01 10/00-9/01				FY02 10/01-9/02				Link to Results Framework	Outputs	
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Management Issues																
Staff in place	PC	O												1, 2, 3, 4		
integration of Kolondieba team responsibilities with DG	PC - DC				O									4		
Integration of Bougouni team responsibilities with DG	PC										O			4		
Community Mobilization																
Dialogue with community leaders	DC													1, 3		
Feedback discussions on endline surveys	PC - DC	O												2, 3, 4	Endline survey to begin July 1999	
Forum ASACO-VCS	DC				O				O					2, 4		
CSComs created	M/N-AS-A				O										1 New CSCOMs established (2)	
Exchange visits between ASACOs	HISC				O				O						2 Visits to nearby "model" ASACOs	
Routine CS/RH interventions																
Strategie avancée	M/N-AS-A													2, 3	Ongoing	
Monitoring & Evaluation																
Data collection using HIS	HISC														4	
CROCEPS Liaison	PC	O												2, 4		
Annual planning with SSS	PC	O												1, 2, 3, 4		
Annual Survey	DC			O					O					1, 2, 3, 4	Annual report submitted to USAID	
Final Evaluation	PC - MEC														O	Final evaluation submitted to SC and USAID
Training																
ASACO training	TC			O										2, 4	ASACO members trained in literacy and information management	
HIS refresher training	TC -HISC			O					O					2, 4	9 refresher trainings for 321 VHC members re-trained in HIS	
Technical Assistance																
SC (HQ or regional)	PC													O	1, 2, 3, 4	Assistance with surveys and analyzes
External	PC	O													1, 2, 3, 4	Assistance with monitoring and evaluation

MICROFINANCE: GGLS AND FASO JIGI

Annual report

for the period

1 January - 31 December 1999

Save the Children

CA No 624-A-00-97-00067-00

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List of Acronyms

APIM	Association Professionnelle des Institutions de Microfinance
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
CASMEC	Cellule d'Appui aux Structures Mutualistes d'Epargne et de Cr�dit
FASO JIGI	Save the Children's credit program established as a credit union
GGLS	Save the Children's Group Guaranteed Lending and Savings Program
JIGIYASO	Malian Microfinance Institution established by World Education
KONDO JIGIMA	Malian Microfinance Institution serving craftsmen
PIEC	Programme Institutionnel d'Epargne et de Cr�dit

I. Introduction

Save the Children's microcredit programs in Mali, Group Guaranteed Lending and Saving (GGLS) and Faso Jigi, achieved excellent results during 1999, thanks to the important changes that Save the Children brought to them and, for GGLS, to its competitive advantage as the only women-oriented program in the areas where it operates. The most important achievements were:

For GGLS:

- ⇒ Growth rate of the number of clients from 2084 at the end of 1998 to 3078 on December 31, 1999, representing an **increase of 78%** during the year;
- ⇒ Growth of the loan portfolio from 24,701,689 FCFA to 119,240,000 FCFA, an **increase of 382%**;
- ⇒ Growth of the savings amount from 3,127,614 FCFA to 3,317,825 FCFA representing an **increase of 6%**;
- ⇒ Capacity building for the staff and tightening of internal control systems;
- ⇒ Revision of the procedures and program manuals; and
- ⇒ Development of a business plan defining the objectives of the program and showing targets for the loan portfolio, savings amounts, and sustainability up to the year 2002.

For FASO JIGI:

- ⇒ Growth of the number of members from 204 in 1998 to 867 at the end of 1999, representing an **increase of 325%**;
- ⇒ Growth of the portfolio from 10,260,000 FCFA to 79,752,000, an **increase of 677%**;
- ⇒ Growth of the amount of savings from 11,012,225 CFA to 36,103,671 FCFA, an **increase of 227%**; and
- ⇒ Establishment and strengthening of governance structures for 3 new "caisses" in Bougouni, Kébila, and Garalo.

These achievements contribute greatly to Save the Children's objective of developing a sustainable Malian microfinance institution capable of increasing the access of thousands of entrepreneurs, especially women, to credit and savings in the target regions of Bougouni and Kolondiéba, and to USAID Mali's Strategic Objective No.2, through Intermediate Result No. 4. The activities that have made them possible will be described in more detail in the following sections of this report.

II. Activities

Save the Children's credit programs have undergone important strategic and programmatic changes that were planned and justified in the continuation application submitted to USAID in July 1999. During 1999, Save the Children's credit programs have, in addition to the routine credit and savings operations, implemented activities that have made possible their successful performance.

A. GGLS

In keeping with its objective of strengthening GGLS and establishing it as an autonomous institution, Save the Children implemented the following activities:

- Conducted assessment of the program in order to identify strengths and weaknesses and decided on a new course of action towards sustainability, through the creation of an autonomous microfinance institution;
- Started work towards institutionalization of the program. Save the Children:
 - Set up the headquarters of the GGLS program in Bougouni and moved the Bougouni and Kolondiéba branches into new offices;
 - Established and started to contact a list of resource persons who could be members of the governance structure of the future institution;
 - Met with PIEC and its lawyer to learn more of their experience of transforming a solidarity lending program into a microfinance institution and the follow up necessary with the Ministry responsible for legal recognition of associations (Ministry of Territorial Administration); and
 - Met with authorities in charge of microfinance institutions (Ministry of Territorial Administration, Ministry of Finance) to try to come to an agreement on the meaning of a not-for-profit association. These meetings showed a potential problem with obtaining legal recognition since the Ministry of Territorial Administration considers that all institutions involved in credit and savings activities are profit-making institutions and, therefore, cannot be registered as associations.
- Submitted a continuation application to USAID that provided a detailed business plan and targets for GGLS for the next 3 years;
- Strengthened Mali staff with new leadership;
- Hired a microfinance technical advisor to assist in the implementation of the new strategy for GGLS;
- Conducted market studies and awareness-raising campaigns before establishing a branch in Bougouni, which has drawn 1824 new clients since March 1999;
- Provided training to:
 - 11 staff members in marketing, facilitation and training skills
 - 10 staff members in supervisory skills
 - 17 staff members in adult training skills
 - 17 staff members on the program's management procedures and group formation
 - 150 clients on development of statutes and bylaws for community groups/organization (this was done with the help of Save the Children's democratic governance department); and
- Organized exchange visits for GGLS clients and credit staff to World Education and Kondo Jigima.

B. FASO JIGI

Actions relating to this institution were geared towards capacity building and institutional strengthening to facilitate Save the Children's disengagement from Faso Jigi by September 2000. Save the Children has developed possible strategies for this disengagement and needs to select the one that would be best for all parties.

As for Faso Jigi, it implemented the following activities::

- Tested new markets (Garalo, Kébila, and Bougouni);
- Established "caisses" in these areas and assisted in setting up and training of governance bodies of these "caisses";
- Recruited a staff member responsible for institutional strengthening and capacity building for the institution;
- Provided training to 17 members of governance bodies of Kolondiéba's "caisse" in:
 - Democratic governance. Themes covered included administrative and financial management of a community organization; legal recognition process for an institution; development of statutes and bylaws; development of business plan for a micro-project; and rights and responsibilities of a citizen,
 - Roles and responsibilities of governance bodies, and
 - Use of the "caisse's" accounting and other management tools; and
- Organized exchange visits for Faso Jigi's leaders to World Education and Kondo Jigima.

III. Results

As stated above, Save the Children's credit programs achieved very positive results during 1999, which have created a solid foundation for reaching future goals. Details of these results are provided below:

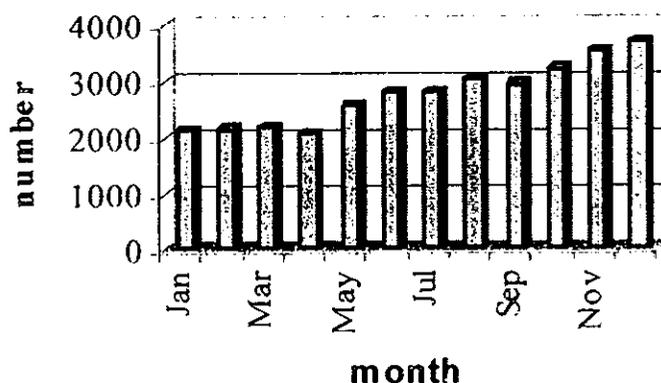
A. GGLS

1. Monthly increase of number of clients

GGLS's number of clients increased from 2084 at the end of 1998 to 3708 by December 31, 1999 at the rate shown in the table and graph below.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Number of active clients at end of month	2148	2166	2196	2070	2604	2796	2796	3036	2952	3222	3546	3708

GGLS: Number of Active Clients at the end of the month



The rapid increase in number of clients during the year is due, on the one hand, to efforts made in order to strengthen the program in Kolondiéba, and, on the other hand, to the start of credit and savings activities in Bougouni.

2. Loan portfolio, savings amount, operational and financial sustainability

In terms of these indicators, too, there has been substantial improvement in GGLS's performance, as can be seen from the following table.

Indicators	2002	Base (1997)	1999		Planned vs. Actual
			Planned	Actual	
# of Active clients	13 098	2 310	3 872	3 708	(164)
Portfolio outstanding (FCFA)	1 335 996 000	31 365 719	197 472 000	119 240 000	(78 232 000)
Amount of savings (FCFA)	16 699 950	3 248 653	1 234 200	3 317 825	2 083 625
Operational sustainability	90%	N/A	24%	28%	4%
Financial autonomy	66%	15%	21%	26%	5%

Note: All projected numbers are based on the business plan attached to the continuation application

For 1999, GGLS has achieved:

- A 78% increase in the number of active clients due to the extension of the program to Bougouni. By December 31, after only 8 months of operation in Bougouni, there were 1824 clients in Bougouni and 1884 in Kolondiéba (the number of clients planned for 1999 in the continuation application has been met at 96%).

- An increase of 382% in the loan portfolio outstanding. Only 61% of portfolio target for 1999 was achieved, because Save the Children chose to focus a big part of 1999 on taking appropriate measures and making the necessary changes to strengthen the program. This lower than planned portfolio is due to a lower average loan size but it did not have a big implication on other performance indicators such as the sustainability ratios since expenses were also lower than planned.
- An increase of the amount of savings of 6%, which might seem low but in fact the 3,317,825 FCFA mobilized is much higher than the 1,234,200 FCFA anticipated for 1999. The 1999 target was based on witnessing clients' withdrawal of savings at the end of each loan cycle. To increase savings, GGLS has made it a requirement that repeat borrowers keep at least 50% of their savings in their accounts before they can have access to a loan of bigger size.
- A repayment rate of 96%, thanks to better monitoring of loans and tightening of arrears recovery processes.
- Operational self-sufficiency at 28% and financial autonomy at 26%, both rates being quite a bit higher than the targets for 1999. As explained above, these improvements in the face of a lower loan portfolio outstanding were made possible by a lower level of expenses than was planned for this year.

B. FASO JIGI

Following are the different indicators for Faso Jigi.

Indicators	Base (03/1998)*	1999
# of members	0	867
Portfolio (FCFA)	0	79 752 000
Savings (FCFA)	2 553 160	36 103 671
Operational sustainability	N/A	17%
Financial Autonomy	4%	15%

* Base is from restructuring of Faso Jigi in March 1998

These numbers show that Faso Jigi has:

- Increased the number of members by a factor of four, from 204 in 1998 to 867 at the end of 1999. This was made possible by the perception of the local population that Faso Jigi is a safe place to put their money and the fact that in some areas, Faso Jigi is the only institution offering credit and savings services.

- Mobilized 227% more savings in 1999 than in 1998 (11,012,225 FCFA vs. 36,103,671 FCFA). This is mainly due to the local population's regained confidence in Faso Jigi. For example, in Bougouni there is a client with a balance of 1,500,000 FCA in his account.
- Increased its loan portfolio to 70,752,000FCFA from March 1998 to December 31, 1999.
- Achieved an operational sustainability rate of 17% for the year and increased its financial autonomy to 15%, from 4% in 1998.

C. Overall strategic and programmatic results

The objectives of several of the 1999 strategies were to strengthen program management and to build staff capabilities. These activities led to:

- Strengthening the loan monitoring system, with the reporting period being shortened to a weekly basis, thus allowing early detection and resolution of repayment problems;
- Revision of the loan policies concerning size of groups in order to diminish the risk of dealing with fictitious groups. The group size has been decreased from close to 200 persons in some groups to a maximum of 48 persons per group;
- Changes in the group training process, making it obligatory for group members to have 3 training sessions instead of one, and designing clear content, and a more active methodology for these training sessions;
- Changes in the content of the groups' monthly repayment meetings and the additional requirement that all women with outstanding loans be present;
- Tightening of internal control systems through the revision of the procedures and program manuals and the recruitment of accountants in charge of verifying all the reports and supporting documents;
- Development of detailed job descriptions for all program staff, thus allowing them to know their roles and responsibilities; and
- Training of staff in supervisory and facilitation skills, training of adults and the process of group formation.

All this has made it possible for Save the Children's credit programs to set up good operating and reporting systems. Save was also able to improve portfolio quality thanks to the correct repayment of loans, the monitoring and resolution of arrears, and the writing off of doubtful loans (575,000 FCFA for Faso Jigi and 4,574,097 FCFA for GGLS).

IV. Impact of Activities

Since 1995, Save the Children's GGLS program has been contributing to the economic and social development of women and their families in the districts of Kolondiéba and Bougouni, with 119,240,000 FCFA given as loans to the most disadvantaged populations of the two areas. This translated into an expansion and a diversification of the economic

activities of the two areas. The following cases illustrate the impact of GGLS and Faso Jigi's activities:

GGLS

- After 4 cycles of GGLS loans, women of the association DANAYA of Massabiacoura (district of Bougouni) bought a donkey cart and a donkey for a value of 200,000 FCFA. This donkey cart allows them to transport manure, wood and the harvests (millet, peanut etc.) The women established a simple and efficient operational system to make their investment profitable: the cart provides firewood for each of the women for 8 trips per month at 2,000 FCFA per trip; the cart driver has a right to three trips per month as an incentive; and other people pay 2,500 FCFA loading and transportation fees. Currently, the women have saved 110,000 FCFA and have re-injected it into their activity.



« The executive committee of the association DANAYA near the donkey cart they acquired from the profits of the loans GGLS gave them. »

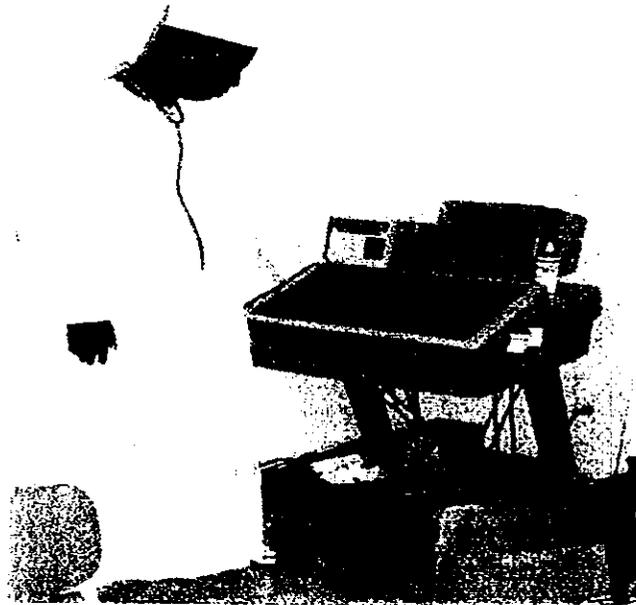
- Mrs. Konaté Konza Koné from the association Badenya, a GGLS client since 1996, has correctly reimbursed the different loans she was given. She has used the generated profit to buy a new bed, spare parts for her typewriter, and clothes for her children's end of Ramadan celebrations. She also bought four goats that gave birth to four

others. She currently has a small herd that constitutes an asset she can sell in the event of repayment problems.

- The GGLS program contributed to the revival of the weekly markets of the villages of Kelekele, Boundioba and Kalakan. Indeed, the monies from women's loans enabled economic activities to restart.

FASO JIGI

- With loans from Faso Jigi, Amadou Togola and Daouda Coulibaly are able to procure raw materials for their plastic wrapping unit and to supply the areas of Bougouni, Kolondiéba, Yanfolila and Sikasso. Their association made profits of 250,000 FCFA in 6 months after correct repayment of a 500,000 loan FCFA. The unit currently employs three to four people per day.
- Doctor Gagny Diawara was able to procure medicine for his private clinic and to buy some equipment with his loans from Faso Jigi. In fact, he regularly borrows 800,000 FCFA and repays it on time. A Faso Jigi loan has also helped the Diawara clinic make a downpayment on the purchase of an ultrasound machine. Currently, his private clinic keeps a stock of drugs to ensure quality care for his patients. He has savings of more than a million FCFA in Faso Jigi.



« Thanks to Faso Jigi I could make a downpayment on the purchase of an ultrasound machine »

« I am totally satisfied with my membership in Faso Jigi »

V. Challenges Encountered/Lessons Learned

Despite the successes achieved in 1999, Save the Children's credit program faced challenges. Some of these are still present, such as the institutionalization of GGLS and the withdrawal from Faso Jigi.

In terms of *institutionalization of GGLS*, the main challenges are:

- **Obtaining legal recognition for the new microfinance structure**

GGLS, a women-focused program, has gained a lot of ground, with 3708 active clients. Considering the enthusiasm of the women served, it was decided to transform this program into an autonomous microfinance structure, organized according to the laws covering associations, in order to better serve the needs of disadvantaged women in the longer term.

This plan, however, is currently faced with the potential difficulty of convincing the Ministry of Territorial Administration to deliver official recognition to the structure of association that GGLS has decided to adopt. Indeed, this department refuses to register not-for-profit organizations that have credit and savings activities, due mainly to their misunderstanding of the fact that all profits generated are re-injected into the association's activities.

In trying to resolve this issue, Save the Children has had working sessions with PIEC which is going through the same problem, and with a representative of the Malian microfinance network to see how the network would be able to help. Save the Children has informed USAID about this possible cause for delay in the implementation of the plans included in the continuation application.

- **Increasing the number of clients while maintaining a good repayment rate**

An important challenge for GGLS is to achieve, on the one hand, a repayment rate of at least 98%, and, on the other hand, a continuous increase in the number of clients. To face this issue, Save the Children has organized training sessions to strengthen staff capabilities in providing effective training to the solidarity groups and in solving arrears problems. In addition, revisions were made to the length and content of group loan repayment meetings, using the technique of "positive deviance", i.e. discussion of success stories during the meetings. Finally, it was decided to reduce the size of the associations to minimize the risk of fictitious groups. All these measures should enable GGLS to ensure the quality of its portfolio.

- **Increasing the level of savings without hindering the program's performance**

GGLS currently has a low level of savings because women have systematically withdrawn their savings at the end of each cycle to finance other activities or to finance their daily needs. This has led to the necessity of a big loan fund since the amount of

savings is far from meeting the program's financing needs. The challenge resides in changing GGLS policies as far as savings-linked-to-loans are concerned and having the clients accept these new policies. GGLS has already made it a requirement that clients leave at least 50% of their savings in their accounts in order to access bigger loans. GGLS intends to introduce the system of preliminary savings (savings before a loan is given) very soon, in the place of obligatory savings (savings while the loan is being repaid) or to make them complementary. GGLS will conduct information campaigns to let clients know of the changes in savings policies and explain to them the necessity and benefits of these changes.

- **Obtaining a line of credit for GGLS**

In accordance with the business plan proposed in the continuation application, Save the Children projects the need for a large amount of funding for GGLS (for instance FCFA 513,662,263 for GGLS in 2002) considering the forecasted number of loans. To ensure the continuation of credit activities on a large scale, the programs will negotiate a line of credit from local banks or donors. Efforts being made to ensure a line of credit were:

- Contacts with the national bank for agricultural development (BNDA), and
- Collecting of supporting documents necessary to apply for the line of credit.

In terms of *disengagement from Faso Jigi*:

- **Deciding on a strategy for Save the Children's disengagement and preparing the governance structure for this disengagement**

Save the Children has identified the following two possible strategies for its disengagement from Faso Jigi:

- Set it up as an autonomous federation of "caisses" or
- Integrate its "caisses" into an existing federation such as Kafo Jiginew.

Faso Jigi, in partnership with Save the Children, needs to decide on one of these strategies and carry out the necessary actions to make possible Save the Children's disengagement at the end of September 2000. Save will continue its work on strengthening the capacity of the different governance bodies to ensure the correct functioning of the "caisses" and continuous improvement of Faso Jigi's performance.

VI. Partnerships

During 1999, Save the Children worked to deepen the relationships among its programs, and with government departments in charge of the microfinance sector, the professional association of microfinance institutions and other local microfinance institutions. These efforts translated into the following:

A. Synergies with other Save the Children Programs

In accordance with Save the Children's policies, taking advantage of the synergies between existing programs, some activities were implemented in order to facilitate integration of several sectors of Save the Children's programs:

- In all of the GGLS's training sessions geared towards women 17 to 60 years old, participants are encouraged to participate in the training sessions organized by Save's health sector dealing with themes such as reproductive health and child survival.
- Since 1998, Faso Jigi has given loans to 20 village health committees in Bougouni established by the health sector. These loans are for purchase of essential medicines (nivaquine, aspirin, etc.), for resale to villagers at a reasonable profit.
- In 1999, three self help groups of vegetable gardeners have received from Faso Jigi loans for small equipment.

B. Partnerships with external organizations:

- Faso Jigi is a member of the professional association of microfinance institutions (APIM). We are expecting GGLS to become a full member of this association in the year 2000.
- In November 1999, we held working sessions with PIEC to establish a partnership but also to find ways to influence the position of the Ministry of Territorial Administration on the problem of legal recognition of organizations like GGLS and PIEC, which do not have a cooperative's structure.
- Faso Jigi and GGLS provided the required statistical data to the Ministry of Finances unit in charge of micro finance institutions (CASMEC) and to the Central Bank (BCEAO).
- Save the Children regularly informs USAID of all the important structural and strategic changes that Save brings to its credit program. For this purpose, we shared with SEG our strategy for the transformation of the GGLS program into a microfinance institution.
- GGLS organized exchange visits to institutions like KONDO JIGIMA and JIGIYASO to facilitate sharing of experiences among credit agents and among clients.
- A credit officer participated in a seminar organized by the BCEAO. The participants discussed the standardized financial statements to be submitted by microfinance institutions.

VII. Plans for 2000

The activities planned for the year 2000 are geared towards the two main strategic orientations of Save the Children's credit program and towards resolving the challenges encountered in implementing these strategies.

Institutionalization of GGLS

- Set up the new autonomous and legally registered institution. Actions will include:
 - Choosing a name for the new institution;
 - Drafting statutes and bylaws;

- Organizing a meeting of the General Assembly and setting up of the Board of Directors;
 - Requesting legal recognition of the institution by the Ministry of Territorial Administration and the Ministry of Finances; and
 - Finalizing the establishment of the new institution's headquarters in Bougouni.
- Seek assistance from APIM in order to resolve the issue of legal recognition from the Ministry of Territorial Administration.
 - If legal recognition problems persist, involve lawyers in the drafting of the institution's statutes, in order to find ways of formulating the institution's objectives and activities that would be acceptable to the Ministry and to GGLS.
 - Contact donors and additional financial institutions to negotiate a credit line for GGLS.
 - Continue institutional strengthening and capacity building of GGLS and its staff. This will be done through:
 - Recruitment of a Program Manager, a Finance Manager and an Accountant. The Microfinance Technical Advisor recruited at the end of 1999 started in January 2000;
 - Provision of a series of internal and external training to staff members; and
 - Review and revision, if necessary, of existing policies and procedures.
 - Continue improving GGLS's performance:
 - Increase and keep the repayment rate at a minimum of 98% during the year 2000 through rigorous loan monitoring and continuous training of staff;
 - Increase the number of clients to 6,099 with a deepening of penetration in the areas of Bougouni and Kolondiéba but also by prospecting Yanfolila and Kadiolo; and
 - Increase the level of savings by introducing preliminary savings, mainly in the large towns of Kolondiéba and Bougouni.

Disengagement from Faso Jigi

- Implement the selected disengagement strategy concerning Faso Jigi.
- Continue capacity building activities targeting Faso Jigi's governance bodies.

VIII. Faso Jigi Minimum Reporting Information

Portfolio and Outreach	December 31, 1999	Income(21)	December 31, 1999
Number of members	867	Interest income from loans	3 377 506
Amount of loans outstanding(1)	30 092 823	Fees From File(loan commission)	805 295
Number of loans disbursed	405	Interest on Bank Savings	-
Amount of loans disbursed	79 752 000	Other income	582 000
# of compulsory Saving Accounts	393	Total Income	4 764 801
# of voluntary Savings	93		
Amount of compulsory Savings (2)	30 226 346	Expenses(22)	
Amount of voluntary Savings(3)	5 877 325	Staff salaries(gross) Admin/program	16 866 327
Arrears 31-60 days(4)	1 679 675	Advantages and benefits	464 946
Arrears 61-90 days(5)	116 670	Building Maintenance	262 317
Arrears 91-120 days(6)	133 335	Vehicle Maintenance	2 950 225
Percentage of female clients(7)	28%	Living and Travel	2 092 013
Number of staff(8)	1	Supplies	962 367
Nominal annual interest Interbank rate(9)	10 -12%	Other	628 554
Effective Annual Rate loan(10)	26%	Depreciation Motorcycles	433 290
Real Annual Interest Rate Savings	1%	Depreciation Equipment	268 400
Effective Annual Interest Rate Savings	5%	Audit	1 220 291
Local Annual Interest Interbank Rate(11)	4,75%	Rent Utilities	424 349
Local Annual Inflation Rate(12)	4%	Communication	831 309
Number of programm staff(13)	2	Guard Service	-
Donations for operations(14)	27 293 408	Training	-
Donations capital contributions(15)	0	Loan Loss (23)	575 000
		Interest Paid on bank Savings	15 709
		Cost of commercial Money	-
Indicators		Total Expenses	27 995 098
Operational self Sufficiency(16)	17%		
Financial Self Sufficiency(17)	15%		
# Active Loans/Programm Staff(18)	203		
Portfolio at risk(19)	6%	Total Operating Profit/loss	(23 230 297)
Average loan size(20)	196 919	Imputed Cost of Capital(24)	2 799 510
		Total Adjusted Expenses(25)	30 794 607
		Adjusted profit	(26 029 806)

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Comments on Faso Jigi's Minimum Reporting Information

- (1) Amount represents the balance of outstanding loans on 31 December, 1999
- (2) Amount represents the balance of term deposits on 31 December, 1999
- (3) Amount represents the balance of voluntary savings on 31 December, 1999
- (4), (5), (6) Delay in repayment. There were 5 cases of delinquency in Kolondiéba's "caisse" for a total of 1,929,680 FCFA. The major part of this amount (1.679.675 FCFA) is made of arrears from loans of two clients involved in cattle fattening. Faso Jigi is presently seeking the courts' assistance in order to recover these loans.
- (7) Proportion of women clients in Faso Jigi
- (8) Faso Jigi support personnel
- (9) (11) (12) Source Banque Nationale de Développement Agricole (BNDA)
- (10) Percentage represents 25% interest rate plus 1% file charge
- (13) Faso Jigi's staff of 5 persons work 40 % of their time for Faso Jigi and 60% for GGLS
- (14) Funding from Save the Children. Does not take into account depreciation or interest paid on savings
- (15) No start-up funds
- (16) Revenue over operating expenses
- (17) Revenue over adjusted expenses (taking into account inflation)
- (18) Number of loans disbursed per program staff
- (19) Calculated as total arrears more than 30 days old divided by loan portfolio outstanding
- (20) Calculated by dividing amount of loans disbursed by the number of loans disbursed.
- (21) Annual Income
- (22) Faso Jigi 's Expenses represent 40% of Save the Children's credit program expenses. GGLS covers 60% of total program expenses
- (23) Arrears aged more than 1 year were written off. However, Save the Children is still actively trying to recover this amount.
- (24) The annual local interest interbank rate (10%) is higher than the inflation rate (4%). The imputed cost of capital is obtained by multiplying expenses by the interbank rate.
- (25) Sum of expenses and imputed cost of capital

IX. GGLS Minimum Reporting Information

Portfolio and Outreach	December 31, 1999	Income(21)	December 31, 1999
Number of clients	3 708	Interest income from loans	12 956 153
Amount of loans outstanding(1)	60 726 192	Fees From File(loan commission)	0
Number of loans disbursed	3 744	Interest on Bank Savings	0
Amount of loans disbursed	119 240 000	Other income	0
# of compulsory Saving Accounts	2 892	Total Income	12 956 153
# of voluntary Savings	0		
Amount of compulsory Savings(2)	3 317 825	Expenses(22)	
Amount of voluntary Savings(3)	0	Staff salaries(gross) Admin/program	25 299 490
Arrears 31-60 days(4)	0	Advantages and benefits	697420
Arrears 61-90 days(5)	251 796	Building Maintenance	393 476
Arrears 91-120 days(6)	0	Vehicule Maintenance	4 425 337
Percentage of female clients(7)	100%	Living and Travel	3 138 020
Number of staff(8)	2	Supplies	1 443 550
Nominal annual interest Interbank rate(9)	10-12%	Other	2 773 267
Effective Annual Rate loan(10)	26%	Depreciation Motorcycles	649 935
Real Annual Interest Rate Savings	1%	Depreciation Equipement	402 600
Effective Annual Interest Rate Savings	5%	Audit	-
Local Annual Interest Interbank Rate(11)	4,75%	Rent Utilities	636 524
Local Annual Inflation Rate(12)	4%	Communication	1 246 963
Number of program staff(13)	16	Guard Service	-
Donations for operations(14)	44 651 708	Training	-
Donations capital contributions(15)	12 500 000	Loan Loss (23)	4 574 097
		Interest Paid on bank Savings	23 564
Indicators		Cost of commercial Money	-
Operational self Sufficiency(16)	28%	Total Expenses	45 704 243
Financial Self Sufficiency(17)	26%		
# Active Loans/Programm Staff(18)	234	Total Operating Profit/loss	(32 748 090)
Portfolio at risk(19)	0,4%	Imputed Cost of Capital(24)	4 570 424
Average loan Size(20)	31 848	Total Adjusted Expenses(25)	50 274 668
		Adjusted profit	(37 318 515)

Comments on GGLS Minimum Reporting Information

- (1) Amount represents the balance of outstanding loans on 31 December, 1999
- (2) Amount represents the balance of term deposits on 31 December, 1999
- (3) Amount represents the voluntary savings
- (4), (5), (6) Amount represents at-risk loans. The total amount of arrears after 31 days for GGLS is 251,796 FCFA at December 31, 1999. GGLS staff are actively working towards recovering this amount.
- (7) Expresses the proportion of women clients in GGLS
- (8) Indicates GGLS support personnel
- (9) (11) (12) Source Banque Nationale de Development Agricole (BNDA)
- (10) Percentage represents 25% interest rate plus 1% file charge
- (13) GGLS's staff of 13 persons plus 60 % of Faso Jigi's staff time
- (14) Represents funding from Save the Children. Does not take into account depreciation or interest paid on savings
- (15) No start-up funds
- (16) Revenue over operating expenses. GGLS's operational self-sufficiency at December 31, 1999 is 28%
- (17) Revenue over adjusted expenses (taking into account inflation)
- (18) Number of clients per agent
- (19) Calculated as total arrears more than 30 days old divided by loan portfolio outstanding
- (20) Calculated by dividing amount of loans disbursed by the number of loans disbursed
- (21) Annual income
- (22) GGLS expenses represent 60% of the expenses of Save the Children's credit program. Faso Jigi covers 40% of total expenses
- (23) Arrears aged more than 1 year were written off. However, Save the Children is still actively trying to recover this amount.
- (24) The annual local interest interbank rate (10%) is higher than the inflation rate (4%). The imputed cost of capital is obtained by multiplying expenses by the interbank rate
- (25) The sum of expenses and imputed cost of capital

Commercial Gardening and Wells

Annual Report

for the period

1 January – 31 December 1999

Save the Children

CA No. 624-A-00-97-00067-00

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I INTRODUCTION

With support of this *Cooperative Agreement*, Save the Children has been able to expand its market gardening program from Kolondièba to include the district of Bougouni. **The main objective of this program is to increase the income of the populations of Kolondièba and Bougouni through market gardening activities.** This assists USAID in achieving its *Strategic Objective 2: - Increased Value Added From Specific Economic Sub-sectors to National Income* by conducting activities in support of *Intermediate Result 3: Increased Trade in Cereals, Livestock and Alternative Commodities*, and *Intermediate Result #5 Increased Sustainable Agricultural and Natural Resource Management Practices*.

The **66** gardens established under this CA cover **16.5 hectares**. Of this 15.5 hectares have been used to grow a variety of vegetables including tomatoes, lettuce, onions, eggplants, okra, cabbage, carrots, etc. These gardens have produced **248 tons** with an approximate value of **44,690,000 cfa**.

This report summarizes the activities carried out during the period January – December 1999 as well as presents cumulative results since the beginning of the grant.

Key achievements during this reporting period have been:

- Laying out 26 community gardens;
- Organizing the gardeners of 84 established gardens into village groups of gardeners;
- Training 2293 village garden committee members and gardeners; and
- Digging or making operational two wells for each of the gardens.

The results obtained during this period are presented in the following indicator tables and are followed by comments as appropriate. A great deal was learned during this year and, as a result, certain strategies were modified and additional support was provided to the wells team with the purchase of a compressor.

II Indicator Results Tables

Indicators	Baseline	19 98		19 99		Cumulative Achieved December 1999	Comments
	1997	Expected	Achieved	Expected	Achieved		
1. Number of (new) gardens established Number of (old) gardens renovated	0 14 ¹	8 12	14 12	22 0	26 0	40 26 Total = 66	26 abandoned gardens were renovated + 14 new gardens in '98 + 26 new gardens in '99 (26 + 14 + 26 = 66)
2. Number of gardens cultivated (operational): New: Old:	0 14 ²	0 12	0 6	14 6	22 + 14 ³ 6	36 26 Total = 62	40 gardens established in '97 and '98 were operational in '99 in addition to 22 of the 26 established in '99 (40 + 22 = 62)

¹ There were 26 abandoned gardens to be renovated. 14 were renovated and made operational during 1997 after the baseline

² See above. These 14 renovated gardens were in production in 1997

³ The number of new gardens established in 1998

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Indicators	Baseline	19	98	19	99	Cumulative Achieved	Comments
	1997	Expected	Achieved	Expected	Achieved		
3. Number of garden management committee members trained by SC in either <i>improved gardening</i> or <i>management techniques</i>	179	340	290 (179+111)	190	195	485	485 = 290 achieved result in '98 + 195 in '99
Women:	89	204	146	142	107	253	
Men:	90	136	144	48	88	232	
4. Number of active cultivators	600	1300	1144 (600+544)	1700	1894	3038	1144 cumul result in '98 + 1894 achieved result in '99
Women:		780	687	1020	1744	2431	
Men:		520	457	680	150	607	
5. Number of cultivators trained by committees in <i>improved gardening techniques</i> (includes those planting for the first time.)	0	960	990	1920	2293	3283	3283= 990 achieved results in '98+ 2293 achieved in '99: The number of cultivators trained is greater than active cultivators due to the participation of individual gardeners in training sessions
Women:	-	-		1152	1376	2265	
Men:	-	-		768	917	1018	
6. Total vegetable production (in tons)	28	153	79	216	248.83		More was produced than expected due to a higher number of gardens than expected

Indicators	Baseline	19	98	19	99	Cumulative Achieved December 1999	Comments
	1997	Expected	Achieved	Expected	Achieved		
7. Average production/garden (in tons)	2	5.9	3.9	6.35	5.74		The lower yield per garden was due to water/well problems currently being addressed.
8. Value of total production in cfa	10m	29.75m	15m	42m	44.69m		
9. Value of vegetables sold in cfa	1.2 m	26.8 m	10 m	33.5 m	33.56 m		
10. Quantity of vegetables preserved (tons)	0	15	0	43	0		All vegetables were either sold or consumed.
11. Value of vegetables preserved in cfa	0	2.9 m	0	8.4 m	0		See above
12. Number of garden wells dug/renovated	26	52	54	44	52		

Additional Commercial Gardening Program Results

Indicators	Baseline	FY	98	FY	99	Comments
	FY '97	Expected	Achieved	Expected	Achieved	
13. Quantity of vegetables sold (tons)	-	-	49	144	132.54	Not included in original project considerations
14. Average value of vegetables produced/garden in cfa	714 m	-	750 m	875 m	840.600m	Decrease is due to a number of growers who had to stop cultivating due to a lack of water
15. Average annual income per cultivator in cfa	16,000	-	14,000	24,700	13,625	Decrease is due to a number of growers who had to stop cultivating due to a lack of water and the greater number (70) of cultivators than expected (50)
16. Quantity of vegetables consumed by cultivators (tons)	-	-	30	-	116	
17. Value of vegetables consumed in cfa	-	-	5 m	-	18,235 m	
18. Number of well digger/mason teams created	26	-	40	114	84	26 teams from '97 were given refresher training in '98
19. Number of well diggers/masons trained	104	-	160	56	194	104 well diggers from '97 were given refresher training in '98

NB: The gardens created in one year are cultivated the next year. Thus the gardens created in 1998 are cultivated in 1999, the gardens created in 1999 are cultivated in 2000, etc.

III Comments on Results Achieved:

The number of gardens is higher than expected due to stronger interest than foreseen; we received 31 requests compared to our expected 14. After a re-analysis of our resources, the project was able to finance the development of 26 gardens or 12 more than anticipated. Currently 62 gardens are operational. While these results positively affected total production indicators, total number of people affected, and the amount of land being cultivated, the average production per garden did not meet our targets due to the challenges experienced around water and hivernage.

- *Quantity of vegetables sold/ value of vegetables sold:* The decrease is due to the fact that during the rainy season the price of vegetables is lower as there are many vegetables from the fields. Simultaneously, people do not have time because of their fieldwork to sell vegetables in the market.
- *Average amount of vegetables produced/garden:* The decrease is due to a late start by some growers and a shortage of water.
- *The average revenue per grower* is lower than expected because in some gardens there are as many as 71 growers rather than the expected 50.

Comparative results and progress are illustrated through the graphics which follow.

IV Successes / Stories of Impact

Though many challenges remain, those involved speak enthusiastically about the benefits of the market gardens, as they affect both their social and economic well-being. The following are specific examples related to us by gardeners as to how their lives have changed:

Social Fabric

- ◆ Market gardening has strengthened communication, mutual assistance, and solidarity between gardeners. Examples:
 - "When a gardener falls sick we take care of her/his garden beds because it hurts us to see these plants dying and the owner losing income, as we feel interdependent for the repayment of the market-gardening loans."
 - Many mothers easily affirm today of having financed the trousseau for a daughter without having to go from one 'parent' to another in neighboring villages.
 - The harmony and understanding between couples improves: « The sauces are very good all year long and we financially support our husbands to solve the problems of the family in particular with our

children's education and health.» (These statements were made by Bintou Fané (Tenemakana), Kaniba Coulibaly (Koloni-Boundio), and Awa Koné (Tenemakana).

- The rural exodus of young men has greatly decreased due to increased opportunities for them to have bicycles, clothing, and radio cassette players. As a result of the young men staying in the villages, the young women (their wives) do not leave for long stays at their parents' homes.

Health

- ◆ Communities notice already the improvement in their children's health due to an increased consumption of green vegetables. In addition, the increased family income has enabled people to buy grain when their own supplies are exhausted.
- ◆ With the income from his gardening, Amadou Koné from N'tomina was able to provide for the hospitalization of his older brother who was seriously ill.
- ◆ With the additional income from the gardens Minata Koné was for the first time able to plow with an ox. "I plowed my field of fonio in one day—which normally took me 15 days. That gave me tremendous time to rest and take care of my child."

Economics

Market gardens have raised a renewed interest of communities for activities out of the rainy season. Some gardeners said :

- I bought a bicycle for my grand son. (Kaniba Coulibaly of Koloni-Boundio)
- I bought a sheep for animal raising and this sheep gave birth to two lambs. (Bintou Fané of Tenemakana and Baba Sangaré of Kolosso)
- Now I run a small commerce that provides me substantial profits. (Soungalo Koné of Kélékélé)
- I have just bought 50 kg of peanut seeds at cfa 20,000 for my field but without my garden I wouldn't have been able to do so. (Salimata Konaté)
- Market gardening is a surer source of income than cotton farming. The price per kilo of cotton fell to 35 cfa this year that means cfa 35,000 per ton whereas market gardening has great potential as the market needs are greater than what we can produce. (Bakary Ballo of Sokourani)
- The garden management committee (CGJ) of Sogola withdrew money from its Faso-Jigi account in order to buy watering-cans. These watering-cans are given on credit with interest which will return to the account of the committee.

- Market gardening has increased my income so that now I no longer must travel. I have a plow which has allowed me to increase my business capital by 40%. (Souleymane Togola of Tieniana):
- Gardeners have started to market their products through the local radio station (Benso): The members of the Village Market Gardening Group of the village of Kèlèkèlè advertised their produce and invited the people in the Kolondièba area, especially the traders, to come and buy from them.

Education

- ◆ Many gardeners declared that their garden incomes allowed them to:
 - pay monthly contributions to the Ecoms for their children's teachers' salaries;
 - purchase clothes and shoes for their Ecom children; and
 - purchase pencils , pens, and medicines for their children .

While we have substantial anecdotal indication of impact, we are planning to conduct a study during the coming year to document and evaluate measurable impact.

V Challenges / Problems Encountered

The challenges encountered have been essentially of an organizational or technical nature:

- ***Organizational Challenges / Mobilization***

We encountered difficulties in some larger villages in the district of Bougouni (e.g., Garalo and Kologo) with the mobilization of labor for the wells work (collecting materials and digging) and the installation of fences. These difficulties reflect the disintegration of traditional social structures (particularly traditional authorities) in the peri-urban environments where there is increasing individualism. Mobilizing communities to work on projects which benefit the community well-being is becoming increasingly difficult in these areas.

For the resolution of these problems the gardeners recruited and paid daily laborers.

- ***Technical Challenges / Data Collection***

We have encountered technical challenges with the evaluation of the production of the gardens and the evaluation of the incomes. The survey technique used systematically collected data from each of the gardening participants. With the increasing size of this program, this has become too burdensome of a method and has sometimes led to inaccuracies in the reporting of the village animators who are responsible for gathering the data.

We are in the process of revising our data collection methods to use sampling which should promote the gathering of more comprehensive data as there will be the opportunity for more in depth discussion of the data and greater participation of the gardeners in looking at the results.

VI Commercialization of Garden Products

The market-gardening products are easily sold out in the area. No matter what is grown there is no problem with spoilage. Nonetheless, due to the lack of a marketing system, we recognize that sales could be better organized. Once harvested, the products are sold for any price. The same products may be sold for very different prices. There could be increased profitability through better marketing organization.

We are, therefore, adapting our strategy to organize the growers within two frameworks:

1. Organization of production
2. Improvement of product quality

The first group will help to direct the planting according to what is most appropriate for their zone and help producers work out production plans.

The second group is focused on choosing crops of greater commercial as well as nutritional value.

This approach will promote specialization of the producers according to their zone. A coordinated marketing calendar will be developed for each crop planted. In the commune headquarters, we will help the GVM through SENNASIGI to have product sale points. From these points the producers can organize the sale of their products at more profitable (and standard) prices.

In the 1997 background document for this project, we estimated that production would exceed local needs and that we should, therefore, look for and develop other markets or means of dealing with surplus production. As the commercial gardens from this project are barely meeting 30-40% of the consumer needs in this zone, we do not foresee undertaking this research. Rather, we will continue to focus as noted above on improving the organization of production and selling in the current market as well as improved product quality.

A very important factor which has increased people's interest in commercial gardening has been the instability of the cotton price. With the reduction of the cotton price, the only credible income producing alternative is market gardening. It is due to this fact that many villages have reconsidered their involvement and resubmitted their requests for 2000. All of our projections were surpassed; we received 92 requests for garden financing compared to an expected 58.

VII Partnerships

- ◆ 1999 saw a lot of collaboration with the SLACAER, in particular with the *Water and Forestry Service* which provided technical support (in the form of trainings) for our youth bee-keeping and animal raising projects.
- ◆ Sennasigi, Faso-jigi and Jigiya were highly involved in all the activities carried out for the benefit of their organizations; they took part in the analysis of the tenders on the equipment of gardens and wells and in the choice of the suppliers.

- ◆ Faso Jigi, Sennasigi, and Jigiya also instituted periodic meetings to discuss and exchange ideas on the development of the gardening activities, the construction of wells, and the situation of the loans. This dynamism in the partnership amongst these organizations positively reflects the impact of our *Democratic Governance* activities.

VIII Other Activities (supported through Save the Children private funds)

- **Projects targeted towards children**

These projects were initiated to :

- develop aptitudes among children to understand, initiate, and manage economic activities such as market gardening, bee keeping, and aviculture;
- develop an enterprising spirit among children; and
- through these income-generating activities, involve them in their communities' development.

The results obtained from two of these projects are represented in the tables below :

Community School Gardens

Indicators	Achievements
Number of gardens established	27
Number of wells dug	27
Number teams of well diggers/masons created	27
Number well diggers/masons trained	108
Number of operational gardens	22
Number of people affected	
- Students	1080
- Teachers	54
Number of active students	880
Total Production (tons)	13.2
Average Production / garden (ton)	0.6
Value of the quantity sold	239,800
Value of the average production /garden	10,900
Number of teachers trained	235

Bee Keeping

Indicators	Planned	Achieved
Number of hives established	192	192
Number of children out of school affected	192	192

The impact of these projects on the children will be the subject of an evaluation with the support of structures specialized in the « child to child approach » such as the School Health sector of SC, INRSP, HKI, and the SSS of Kolondiéba.

IX Future Plans: January – December 2000

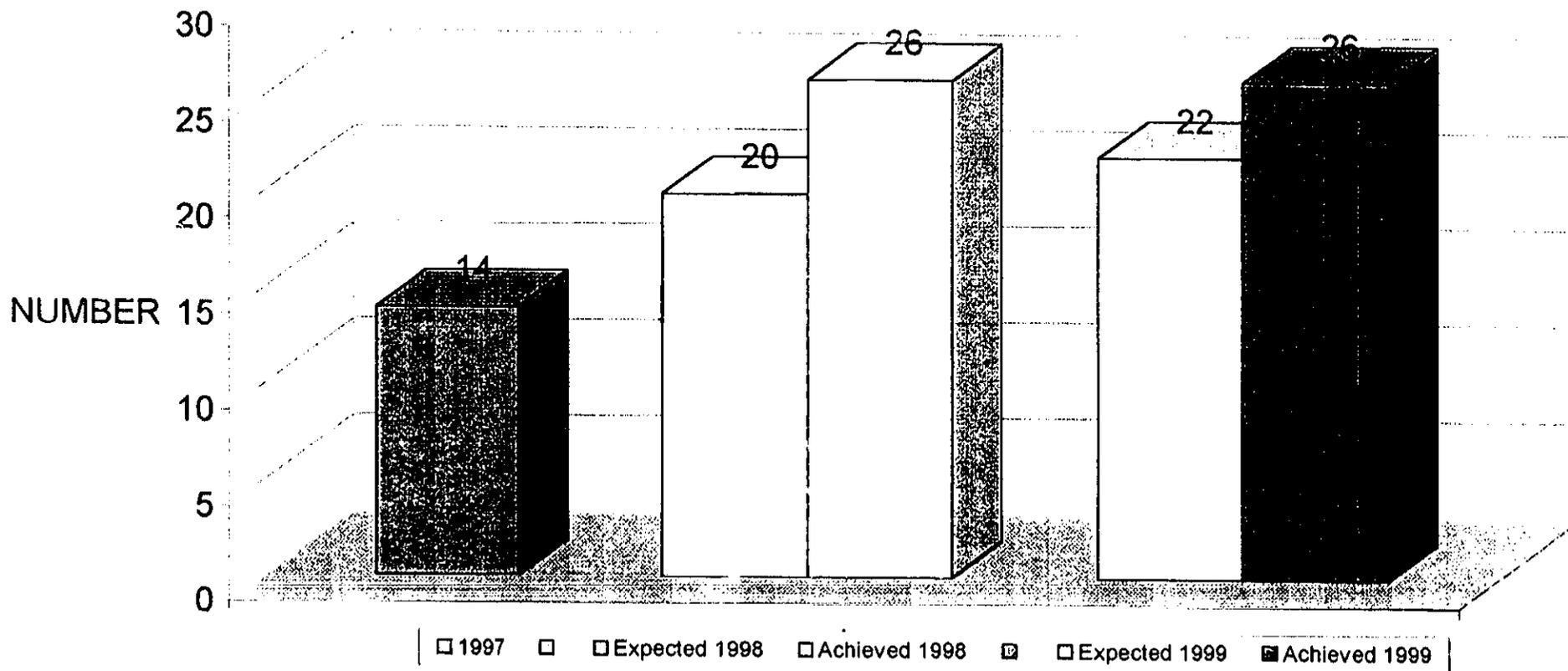
During this period our focus will be on:

- monitoring the operation of 66 gardens;
- evaluating the FY 2000 campaign;
- ongoing training for active gardeners re: managing their credit and managing the garden;
- monitoring the establishment of 58 new gardens (2000);
- collecting new requests;
- recovering debts;
- organizing gardeners for the campaign;
- training gardeners;
- conducting a study of the impact of gardens on the beneficiaries; and
- ongoing training about new techniques of vegetable processing.

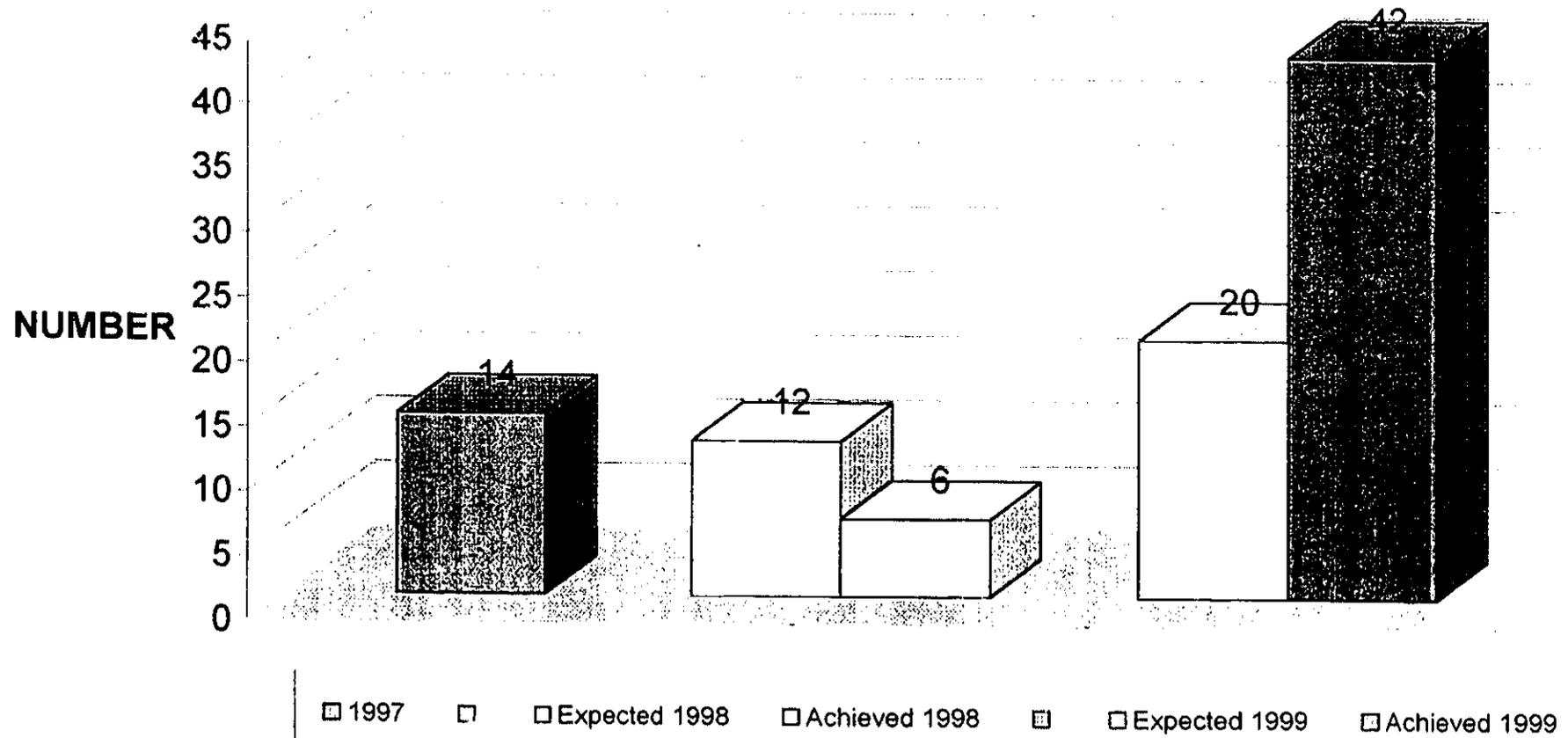
X Conclusion

This was a very full period of activities, providing many learning opportunities, enabling us to appropriately modify our interventions. In spite of the challenges encountered, the qualitative and quantitative results have been encouraging. Taken together with changes in the external environment (e.g., the fall of cotton prices), we are optimistic that the results targeted in 1997 will be achieved...and that, as a result, the quality of life in the affected communities will have been improved.

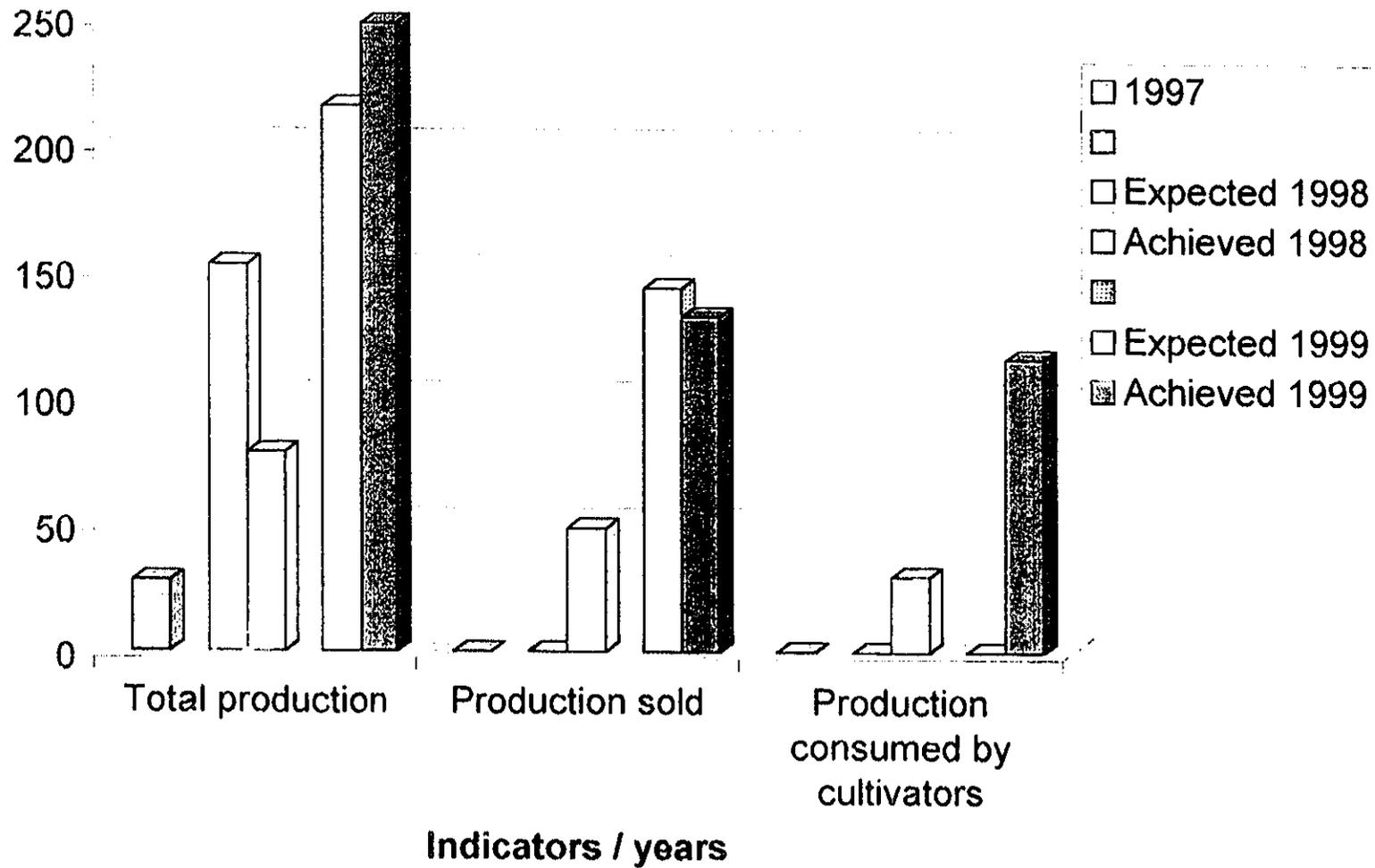
ESTABLISHED GARDENS



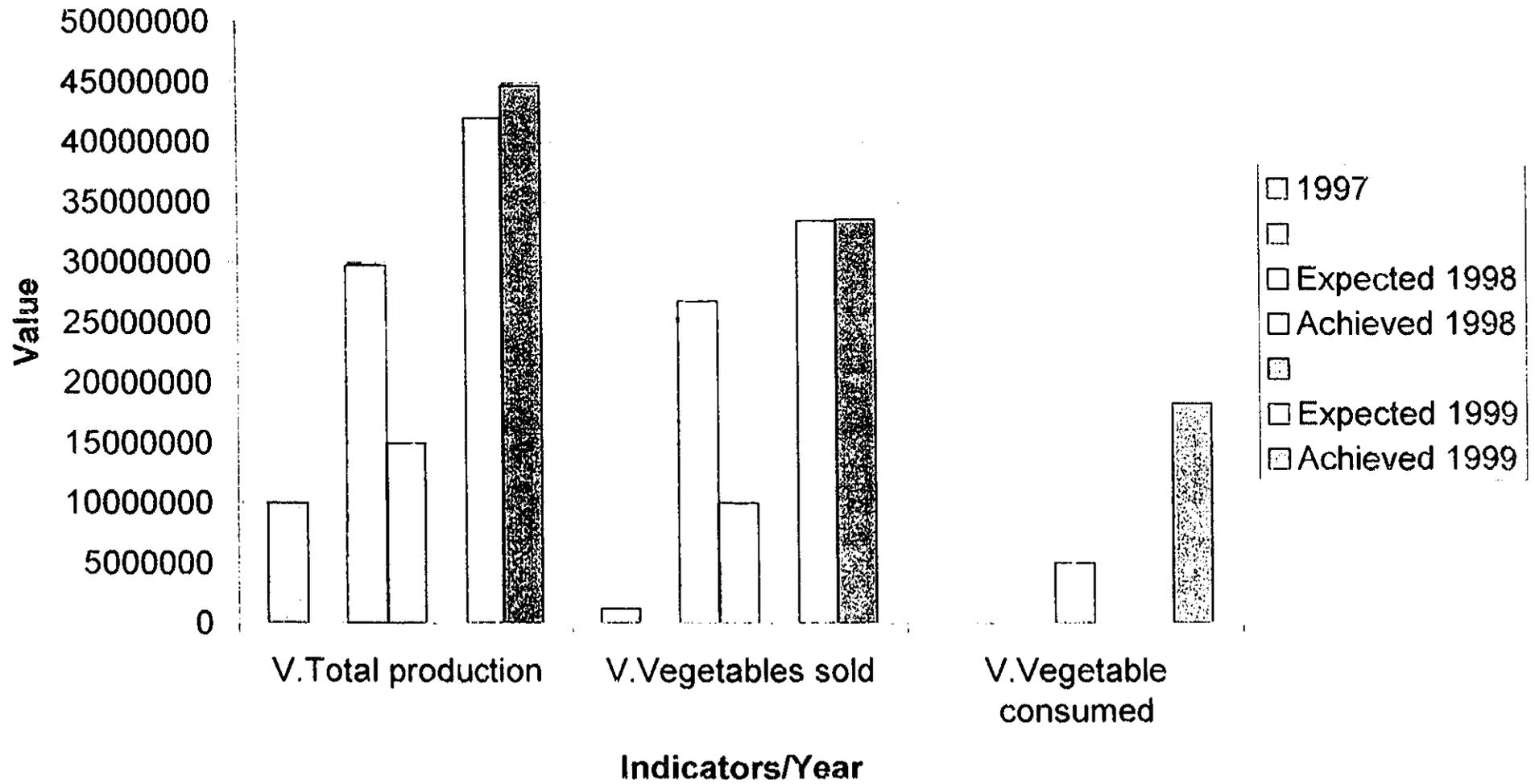
OPERATIONAL GARDENS



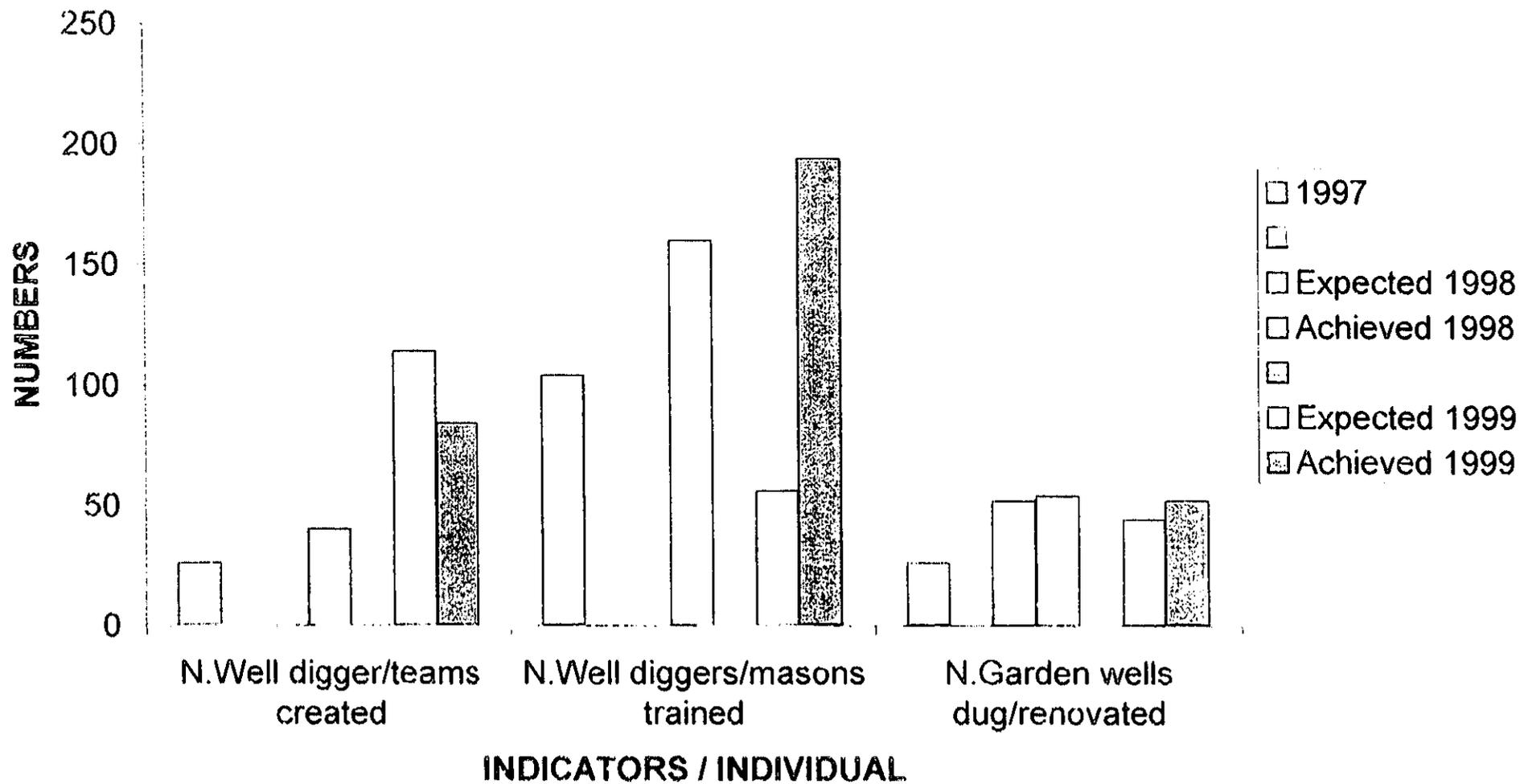
QUANTITY PRODUCTION (in tons)



PRODUCTION VALUE(F CFA)



NUMBER OF WELLS AND WELL DIGGERS



DEMOCRATIC GOVERNANCE

Annual Report

For the period

1 January – 31 December 1999

Save the Children

CA No. 624-A-00-97-00067-00

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USAID Reporting Form

Action Plan 2000

List of Acronyms

<i>A.P.E</i> :	Association des Parents d'Eleves
<i>ASACO</i> :	Community Health Center
<i>CERPOD</i> :	Center of Study and Research on Population and Development
<i>C.O</i> :	Community Organisation
<i>C.M.D.T</i> :	Compagnie Malienne de Développement Textile
<i>D.G</i> :	Democratic Governance
<i>GA</i> :	General Assembly
<i>GGLS</i> :	Group Guaranteed Lending and Savings (Women's Solidarity Credit Groups)
<i>JIGIYA</i> :	Welldigging Cooperative
<i>PAD</i> :	Programme d'Appui à la Décentralisation
<i>P.A.I.P</i> :	Programme d'Appui aux Initiatives Privées
<i>SC</i> :	Save the Children
<i>SETADE</i> :	Société d'Etude pour l'Assistance au Développement
<i>SENNASIGUI</i> :	Gardening Cooperatives
<i>SLACAER</i> :	Service local d'Appui Conseil d'Aménagement et de l'Equipement Rural
<i>SMC</i> :	School Management Committee
<i>V.A</i> :	Village Association
<i>Z.A.E.R</i> :	Local Development Representative of CMDT

I. INTRODUCTION

USAID Strategic Objective 3:

Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-making and Planning

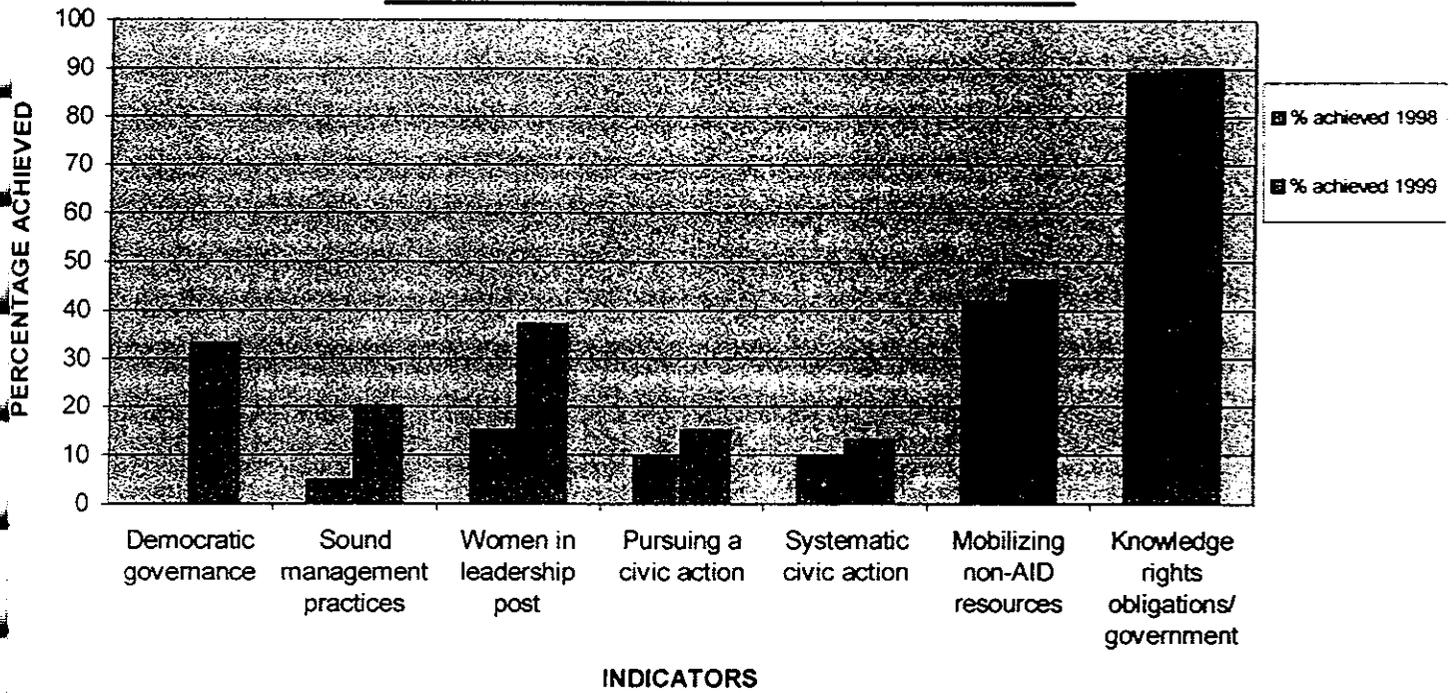
The second year of Save the Children's (SC) Democratic Governance program has been marked by significant, measurable progress towards communities' hope for a better future. Democratic Governance envisions community organizations (COs) completely conscious of their roles as promoters and investors in socio-economic development. It is our expectation that COs are embracing the principles and habits of DG in their communities, thereby making it possible to undertake actions to promote women's equal participation and civic progress. To this end, our DG activities are empowering citizens to serve as the motor towards sustainable development.

The results achieved in 1999 by SC and our partners give us tremendous satisfaction and great confidence for the future. Our strategic approach, focusing on the EMAC (multisectoral teams based in communes), the reorganization and restructuring of COs, awareness-raising campaigns, intensive training on the rights and responsibilities of citizens, and partnership with national NGOs, has proven very successful. The results below demonstrate the significant progress made during this reporting period for both mixed and women's groups:

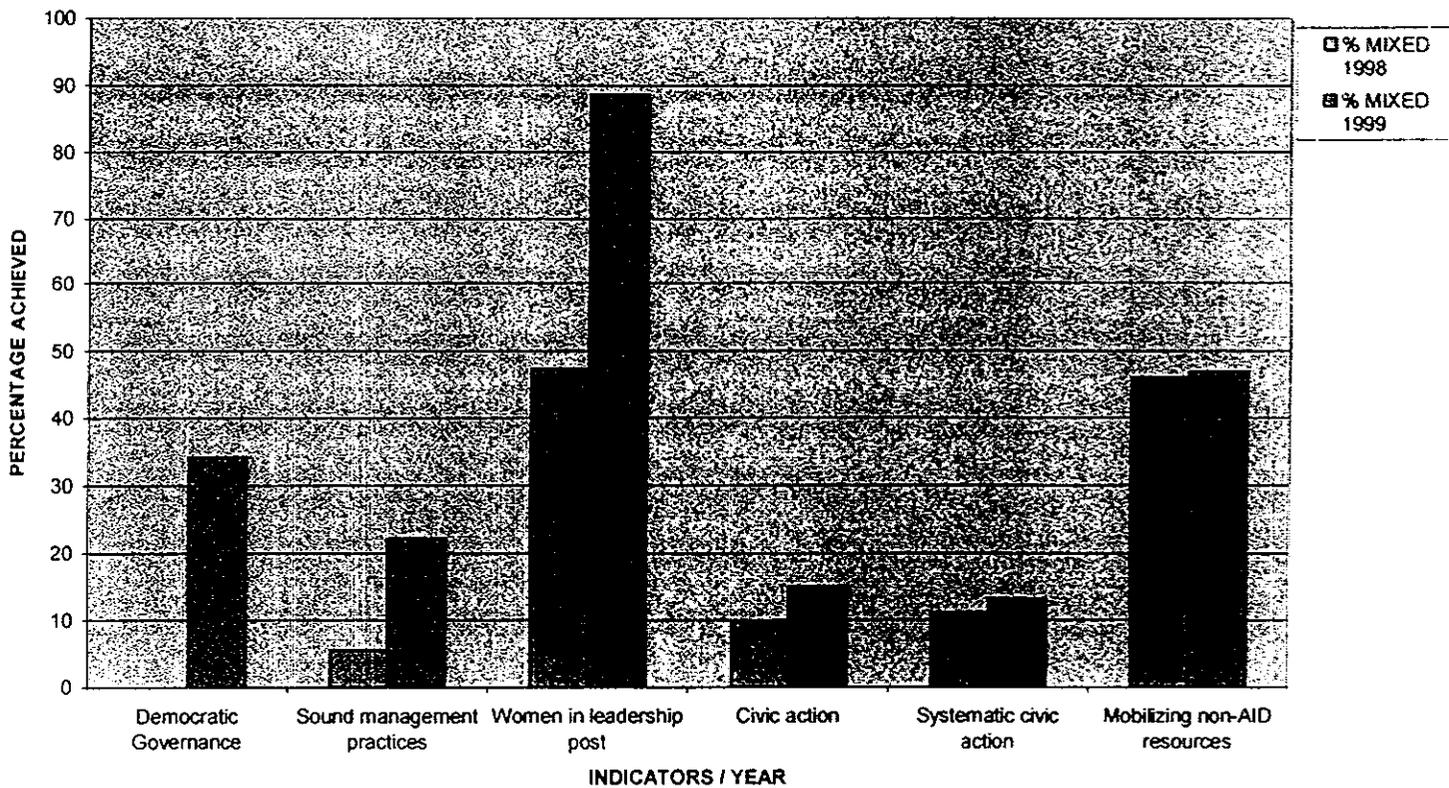
- 95% increase in COs with written by-laws
- 28% increase in voluntary membership
- 16% increase in leaders elected for a determined period
- 68% increase in participation in meetings; 52% increase in participation in general assemblies
- 33% increase in COs which practice democratic governance
- 21% increase in COs with formal financial systems
- 16% increase in COs which have adopted strategic plans
- 13% increase in COs which obtained legal recognition
- 14% increase in COs which reported existence of dues collection
- 21% increase of COs with women in leadership posts
- 20% increase of COs practicing sound management
- 7% increase in COs which have made contact with local authorities
- 20% increase in COs which show evidence of organizational change

Progress on major indicators is more apparent in the following tables:

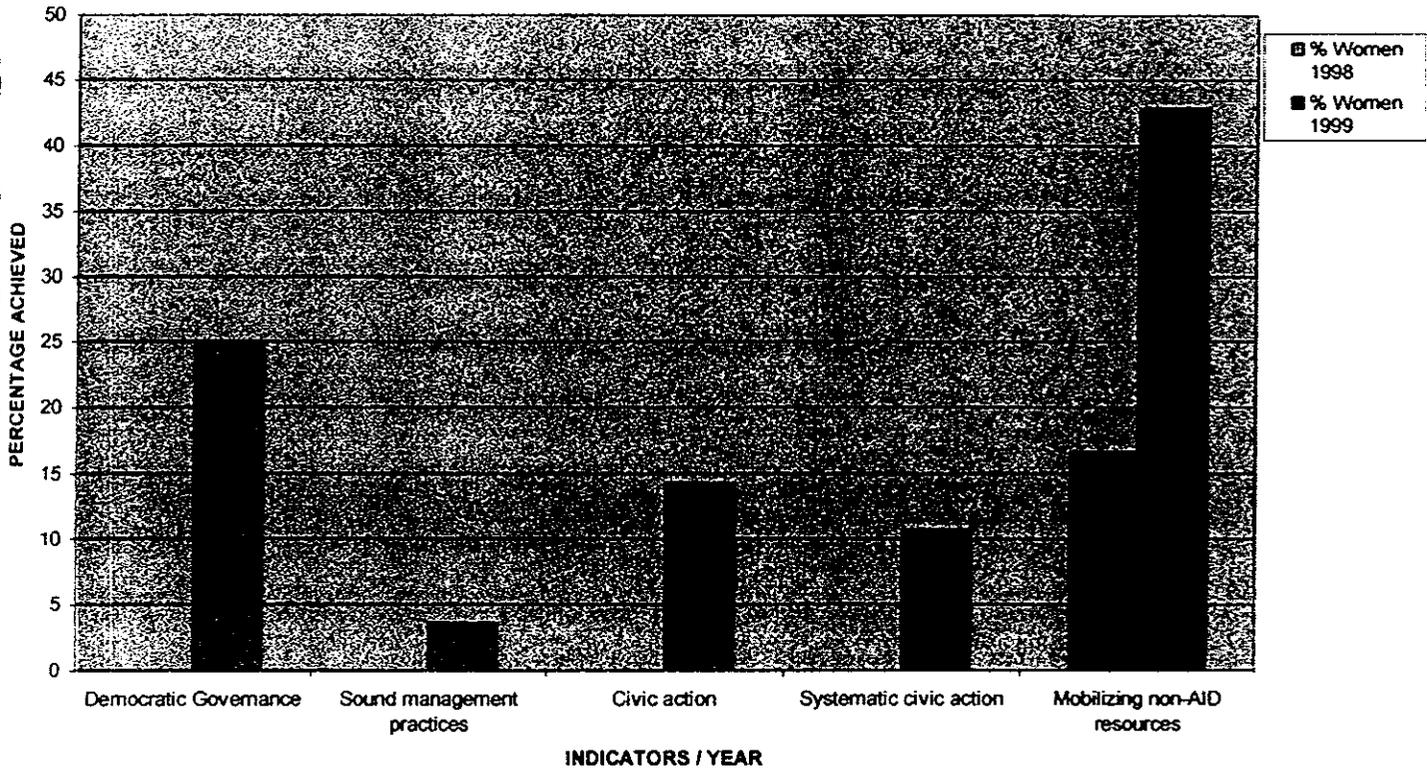
COMPARATIVE RESULTS 1998/1999



COMPARATIVE RESULTS FOR MIXED COs 1998/1999



COMPARATIVE RESULTS FOR WOMEN COs 1998/1999



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II. Results

This annual report is an analysis of data and observations collected in the field from the 195 community organizations and 10 federations with whom SC partners. This information was collected systematically in December 1999.

Categories and Types of Target COs in 1999

Category	Types		Communes					Total
	Mixed	Women	Mena	Kébila	Kadiana	Fakola	Kolosso	
SMC	61	2	6	23	13	10	11	63
VA	87	3	13	28	20	18	11	90
ASACO	8	1	3	2	1	2	1	9
Primary APE	5	0	0	1	1	1	2	5
Radio Benso**	1	0	1	/	/	/	/	1
VGG	10	3	0	7	2	3	1	13
Faso Jigi *	1	0	1	/	/	/	/	1
Senassigi *	1	0	1	/	/	/	/	1
Jigiya *	1	0	1	/	/	/	/	1
Felascom *	1	0	1	/	/	/	/	1
GGLS	0	19	2	10	2	4	1	19
APE Federation *	1	0	1	/	/	/	/	1
Total	177	28	29	71	39	38	27	205

* Federations. For the APE, SC works with both individual APEs and a federation of APEs

** Radio is located in Kolondieba, but is part of training in Mena.

A. Results: Cooperative Agreement Program Indicators

Indicators	1998		1999		Expected vs Actual (%)
	Expected Results	Actual Results	Expected Results	Actual Results	
% of COs which are democratically governed	10%	0%	25%	33%	132%
% of COs with sound management practices	20%	4.76%	40%	20%	50%
% of COs having one woman in a position of responsibility	15%	15%	35%	37%	105%
% of COs pursuing civic action	10%	9.72	20%	15%	75%
% of COs pursuing systematic civic action	10%	9.52%	20%	13%	65%
% of COs mobilizing non-member, non-USAID resources	20%	41.66%	40%	46%	115%
Number of federations and intermediary NGOs working together systematically to resolve serious environmental constraints.	2	2	3	3	100%
% of COs that know their rights and responsibilities in relation to local government	20%	88.99%	30%	90%	300%

A.1. Target COs govern themselves democratically

The four criteria for this indicator are:

1- Percentage of COs which report voluntary membership

Each CO member must be aware of the statutory regulations which tie him/her to the organization. In other words, membership must be by free choice, without reservation or constraint.

Table 1:

Type of membership	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
Non-voluntary membership	3	10.1	27	16.7	30	15.38
Voluntary membership	25	89.9	140	83.3	165	84.62

In 84.62%, membership is free and voluntary. *This marks an increase of 28% over the past several months.* Where membership is not voluntary, (15.38%), the reasons can be found in the origin of the CO, such as the APE and ASACO, which, for the most part, are put in place by local authorities.

2- Percentage of target COs in which leaders are elected for a determined period permitting alternation:

This criterion is extremely important in preventing monopoly, paternalism, or dictatorship towards the common members. Alternation permits healthy competition for representation through specific time-limited terms.

Table 2:

Method of selection	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
Election of members by GA for a determined period	7	25	32	19.16	39	20
Election of members by GA for an undetermined period	3	10.71	4	2.40	7	3.59
Consensus by members	17	60.71	99	59.28	116	59.48
Selection by village authorities	0	0	17	10.18	17	8.72
Self-appointed	1	3.57	11	6.59	12	6.15

Even though the majority of COs remain loyal to traditional means of choosing leaders, we are greatly encouraged by reductions of 17% in the percentage of COs opting for consensus as the means of choosing a leader, and 11% in those respecting the choice of village leaders. These reductions were caused

by significant advances from 3.6% to 20% made by COs which elect members to the GA for a determined period increased. Those who elect for an undetermined period also increased by 3.6%.

The 20% which elect their leaders for a determined period through general assemblies, are generally the COs which extend their membership across several villages (ASACOs, primary and federation of APEs). The election for an undetermined period of time is found in the COs (VGG, GGLS) which have a poor literacy rate.

3-Percentage of target COs which have an average participation at regular meetings of 75% and/or at General Assemblies of 60%

Regularly held general assemblies and board meetings allow members to be kept informed of CO issues. Their frequency is important in that it gives an opportunity to CO agents and managers to share or collect feedback from members on the various issues and obligations of an association. Through the attainment and maintenance of target attendance rates below, the legitimacy of actions and decisions taken by the CO will be enhanced.

Table 3:.

Performance criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
Rate of participation in meetings >= to 75%	8	28.57	146	87.43	154	78.97
Rate of participation in meetings < 75%	20	71.43	21	12.57	41	21.03
Rate of participation in AG >= 60%	5	17.86	103	61.68	108	55.38
Rate of participation in AG < 60%	23	82.14	64	38.32	87	44.62

During 1999, the overall rate of participation in meetings increased by 68% whilst the participation in GA increased by 52% during the past year. Whilst the majority of this increase was noted in mixed COs, progress was also made by women's groups, which increased from 0 to 28.57% and from 0 to 17.86%.

It is also evident that respecting the 75% and 60% target attendance rates can be difficult due to the different obligations of their members. When they do gather in large numbers it is usually to deal with motivating questions, such as budget or activity planning. The COs which have difficulty attaining this goal are the ASACOs, the primary APEs, and some GGLS associations. For ASACOs, this is due to their membership being spread over several villages, and that the membership remains not well defined. As for APEs, lack of parental interest is due to the politicization of the CO which has had the same president for the past 20 years. Finally, the GGLS groups, remain below the expected result due to the numerous daily tasks which limit the free time they have to spend on meetings.

4-Percentage of COs demonstrating proof of written by-laws:

Written by-laws are fundamental to defining the rules and regulations which will guide how the CO will function. The 195 COs with which Save the Children works are associations with different statutes and context from traditional village organizations. While maintaining cultural values, the new context demands that the contract, which ties the members to the group, be written. As seen below, the COs are rapidly adapting.

Table 4:

Performance criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No by-laws	3	10.71	1	0.59	4	2.05
By-laws exist	25	89.29	164	8.20	189	96.92
Written by-laws exist but no evidence	6	21.43	16	9.58	22	11.28
Written by-laws exist and proven	19	67.86	148	88.62	167	85.64

At present, 85.64% of COs demonstrate existence of written by-laws compared to 2% who claim to have nothing at all. In May, only 2% had written by-laws.

Our challenge now is to work with the COs to integrate, gain ownership, and translate the written by-laws into their daily functions.

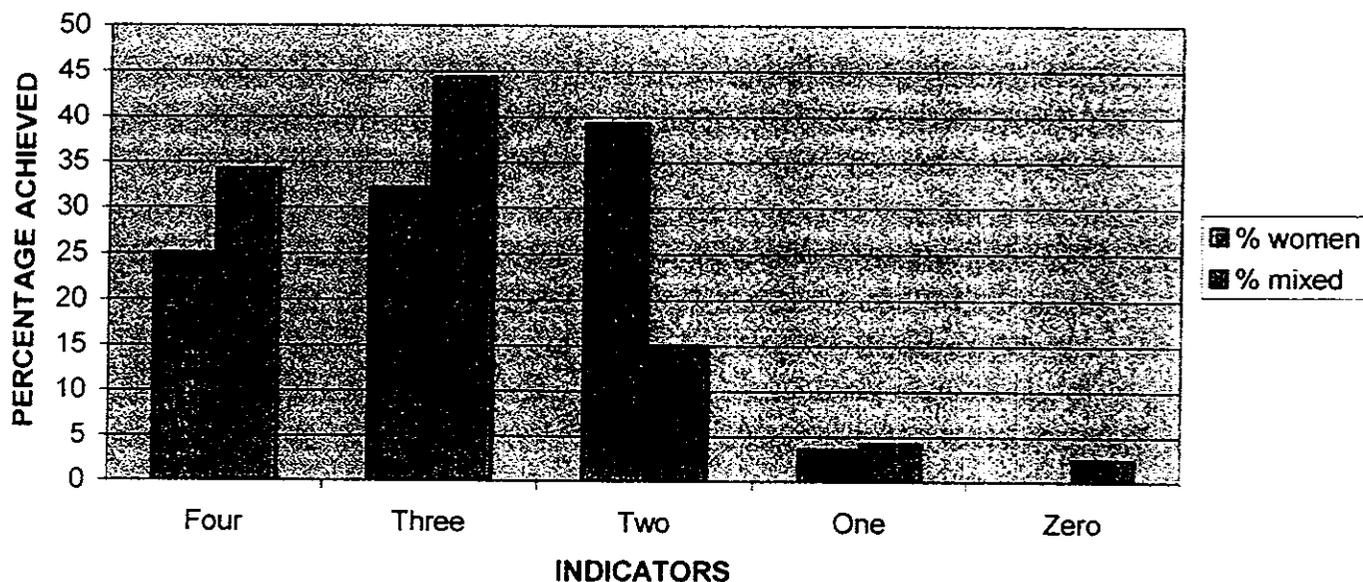
5 - Synthesis of results for criteria measuring democratic governance

Table 5:

Percentage of target COs which are democratically governed						
Performance Criteria	Women		Mixed		Total	
	Number	%	Number	%	Number	%
Four	7	25	57	34.13	64	32.82
Three	9	32.14	74	44.31	83	42.56
Two	11	39.29	25	14.97	36	18.46
One	1	3.57	7	4.19	8	4.10
Zero	0	0	4	2.4	4	2.06
Total	28	100	167	100	195	100

Overall, 33% of COs meet the four criteria, up from 0 in May. Progress has been strongest amongst mixed COs, 34% of which have met the criteria versus 25% of women's groups. Even though this result surpasses the target, democratic governance remains a priority. With 43% of COs having attained three criteria, SC is poised to take another great leap forward over the next year. At the opposite end of the scale, the existence of four COs which respond to no criteria will be addressed. Finally, our team will focus special effort to ensure that those which have reached the four criteria will be continue to practice positive governance.

DEMOCRATIC GOVERNANCE 1999



A.2. Target COs have sound management practices

1. Percentage of Target COs presenting evidence of formal financial systems

The criteria of sound and efficient management depend upon the confidence that members and traditional leaders give to the persons responsible for managing funds. At present, there exists a need to control financial systems without damaging the confidence placed in the persons responsible. To this end, it is essential that finances be managed through written documents.

Table 1:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No existence of formal financial system	5	17.86	21	12.57	26	13.33
Reported existence of formal financial system	23	82.14	146	87.43	169	86.67
Reported existence of formal financial system, but not proven	1	3.57	12	7.19	13	6.67
Proven existence of formal financial system	22	78.57	134	80.24	156	80

Amongst our COs, 86.67% report the existence of financial management systems, while only 13.33% (down from 34%) remain without written systems. Women's groups have been able to progress at an equal rate to mixed groups due to the training in bookkeeping provided to GGLS groups by SC staff.

The challenge at this level is not only to ensure that the remaining COs institute and manage written systems, but that they realize that the survival of the CO and the credibility of its members depend upon it.

1.a Production of financial report

Table 1.a:

	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
Yes	8	28.57	107	64.07	115	58.97
No	20	71.43	60	35.93	80	41.03

58.97% of COs produce financial reports versus 41.03% who do not. Those who do not produce reports are the APEs and the GGLS women's groups, who struggle with a low literacy rate.

2. Percentage of Target COs showing evidence of strategic planning

Table 2:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
COs without strategic plan	16	57.14	33	19.76	49	25.13
COs with strategic plan	12	42.86	134	80.24	146	74.87
COs with 0-1 concrete objectives	1	3.57	35	20.96	36	18.46
COs with 2+ concrete objectives	11	39.29	99	59.28	110	56.41

The adoption of a strategic plan demonstrates that the CO has a vision. 74.87% (up from 59%) of our target COs have projections which take into account objectives for self-promotion and development of different sectors of the community. The VA, the VGG, and the ASACOs constitute the largest part of this positive result. Those who have not developed strategic plans, the SMC, APEs, and GGLS, will receive intensive training and follow-up during the next year. GGLS in particular is constrained by their low literacy rate.

3. Percentage of COs with legal recognition

Table 3:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No legal recognition	26	92.86	143	85.63	169	86.67
Legal recognition	2	7.14	24	14.37	26	13.33
Legal recognition but not proven by a document	0	0	10	5.99	10	5.13
Proven legal recognition from local authorities	2	7.14	11	6.59	13	6.67
Proven legal recognition by national authorities	0	0	3	1.80	3	1.54

The poor percentage of COs not having received their legal recognition is explained by the fact that at the moment of adopting their by-laws, the communes were not operational, and, thus, could not receive their legal documentation. Nevertheless, 13.33% of COs were able to attain legal recognition, where none had achieved this before.

4. Percentage of COs systematically collecting dues

Table 4:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No periodic dues collection	13	46.43	130	77.84	143	73.33
Reported existence of systematic dues collection	15	53.57	37	22.16	52	26.67
Existence of systematic dues collection not proven	9	32.14	19	11.38	28	14.36
Proven existence of systematic dues collection	6	21.43	18	10.78	24	12.31

In general, COs such as VA and SMC consider that money taken from the cotton harvest and for school fees are systematic dues collection and do not judge it necessary to have other forms of dues collection in the by-laws. However, other COs collect dues according to their statutes. During this period we witnessed an increase of 14% in reported existence of dues collection.

5. Literacy rate of Target CO Committees

Table 5:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
80-100% literacy rate	1	3.57	19	11.38	20	10.26
<80% literacy rate	27	96.43	148	88.62	175	89.74

A major challenge of the DG program is the low literacy rates of the members. Amongst the committees, only 10.26% have a literacy rate higher than 80%. While this a 5% improvement, much work remains to be done, particularly with women's groups.

6. Target COs having one woman in a position of responsibility

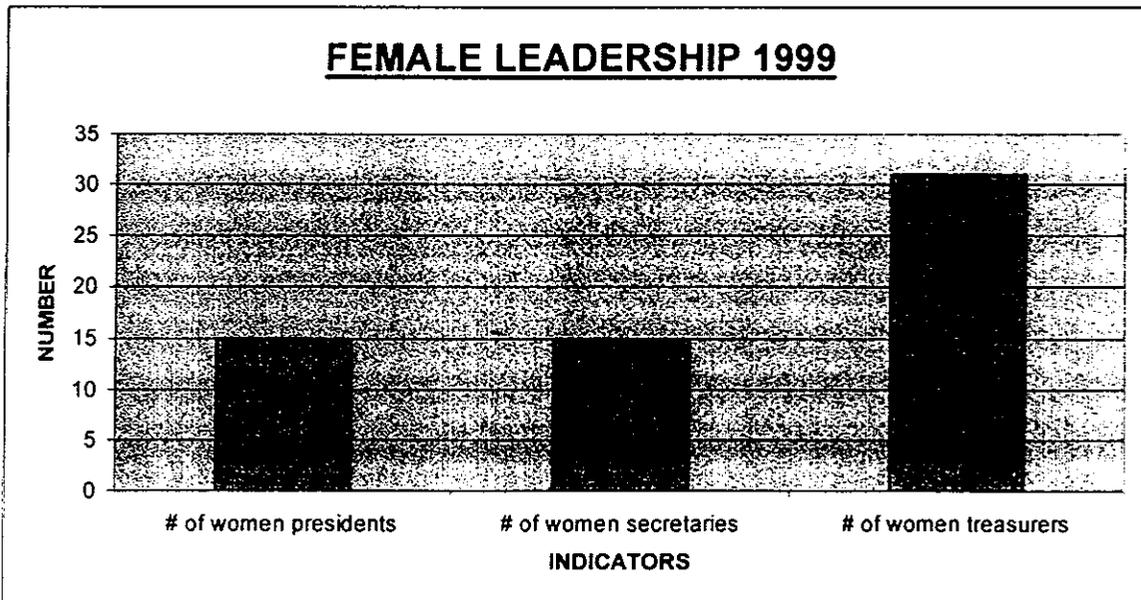
Table 6:

Criteria	Mixed (D=167)	
	Number	%
Gender analysis	148	88.62
Presence of women in leadership positions	61	36.53
President	15	24.59
Secretary	15	24.59
Treasurer	31	50.82

Of the 167 mixed COs, 88.62% (up from 47%) have at least 1 woman as a board member. Of these, *36.53% hold leadership posts (up from 15%)*. This result indicates an important increase of awareness of the need to involve woman in the management of community activities.

In May, SC conducted a comprehensive Gender Relations Analysis in Kolondieba. Results of the study have been shared with the communities which participated and their feedback is helping us reflect on strategies to further promote equitable participation in civil society. Among the more significant findings are:

- Decision-making is the responsibility of a man according to 80% persons questioned. Typically, men make decisions on the schooling of children; marriage of children, participation in NGO activities; land use, even if it belongs to the woman; management of household and family belongings.
- It is almost unanimously recognized that women and girls work more than men do.
- Women participate more in the development activities offered by SC, notably credit, gardening, and health. Education has a higher representation of men.
- Despite a high percentage of women members of CO committees, management decisions are a man's responsibility.

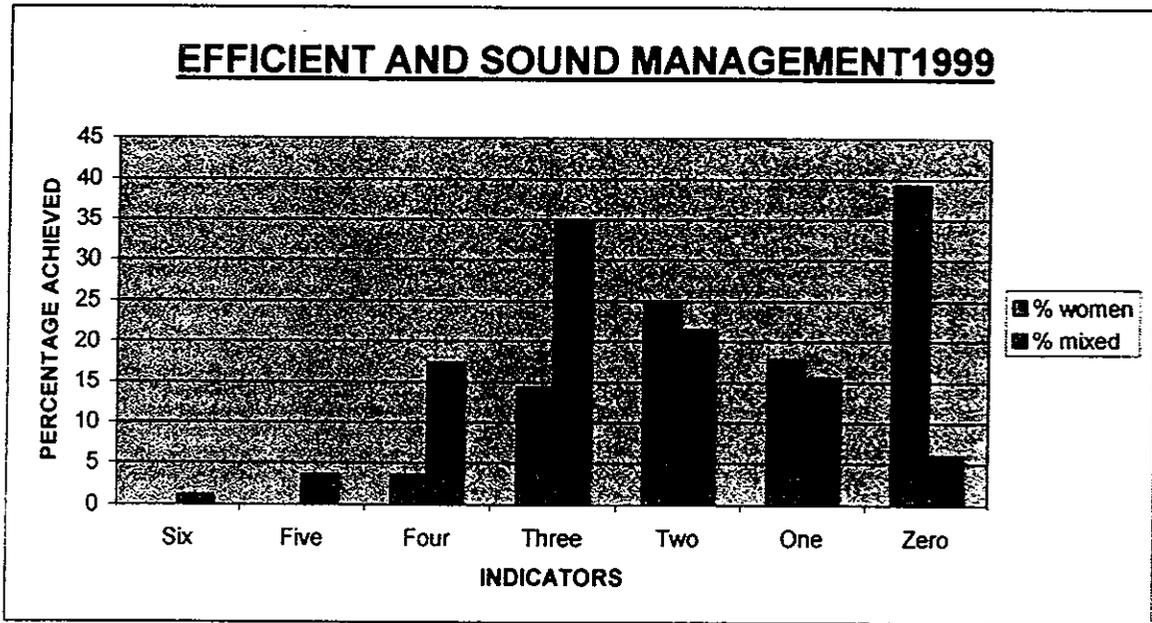


7. Synthesis of Results for criteria measuring sound management practices
Percentage of target COs who meet 4/6 criteria of sound and efficient management: sound financial management, strategic plan with action plan, legal recognition, systematic dues collection, literacy of board members, women in leadership posts.

Table 7:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
Six	0	0.00	2	1.19	2	1.03
Five	0	0.00	6	3.59	6	3.08
Four	1	3.57	29	17.37	30	15.38
Three	4	14.29	58	34.72	62	31.79
Two	7	25.00	36	21.56	43	22.05
One	5	17.86	26	15.57	31	15.90
Zero	11	39.28	10	6.00	21	10.77
Total	28	100	167	100	195	100

To achieve the result, the CO must satisfy at least four of six criteria. While we have improved our results from 0 to 20%, we have only reached 50% of our proposed target. Nevertheless we are encouraged by the fact that 54% of COs have two or three criteria met which puts them in good position to improve their sound management practices in partnership with SC. Furthermore, in looking at the four criteria which have been the most difficult to meet, we feel confident that significant improvement can be made in the short term on dues collection and legal recognition as a result of the communes becoming functional. The other challenging criteria of literacy and women leaders will be longer-term goals as village culture remains conservative, and approaches must respect the length of time such a process takes.



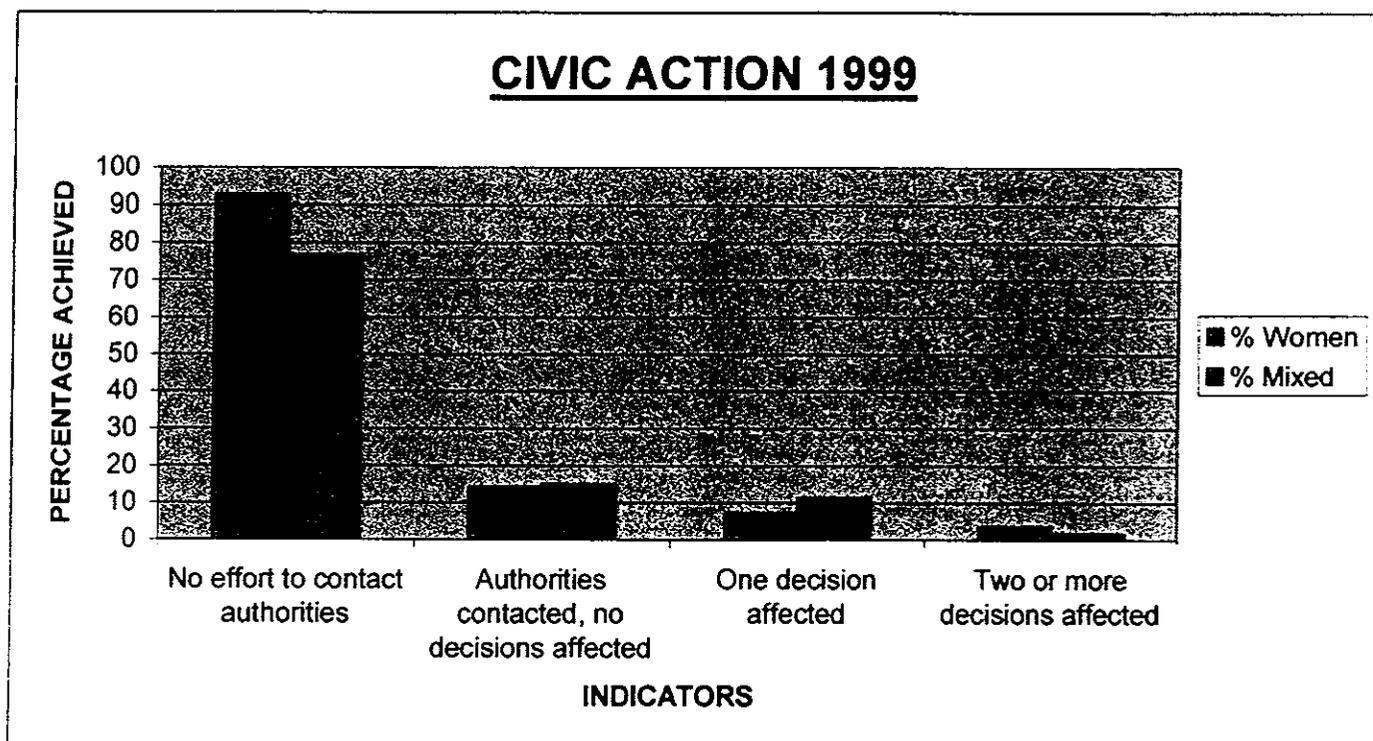
A.3. Target COs pursuing civic action and Target COs pursuing issues with systematic civic action

Table A.3:

Performance Criteria	Women		Mixed		Total	
	Number	%	Number	%	Number	%
No effort to contact local authorities	21	75	120	71.86	141	72.31
Contact made but no decisions affected	4	14.29	25	14.97	29	14.87
One decision affected	2	7.14	19	11.38	21	10.77
Two or more decisions affected	1	3.57	3	1.80	4	2.05

Despite a 7% increase in the number of COs who made contact with local authorities, the population in Kolondieba suffers from the climate of distrust towards the public administration. This situation had a strong, negative impact on relations between the administrators and those whom they administered. The result is that the population has traditionally resisted approaching the administration for fear of being made to pay fees to an unknown destination. This helps explain why 72.31% of COs have not contacted local authorities to change a decision which affected them, even if the justification existed.

Villages which have taken civic action include Digan, which negotiated a decrease in cost of a birth certificate, and the ASACO in Kebila, which contacted regional authorities to obtain construction of a new health center.



A.4. Target COs mobilizing non-member, non-USAID resources

Table A.4:

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No other confirmed sources	16	57.14	89	53.29	105	53.85
Other confirmed sources	12	42.86	78	46.71	90	46.15
Total	28	100	167	100	195	100

Target COs collect funds other than their regular dues or the resources received from USAID. These resources come from the cotton profits for the VA, collective fields and school gardens (ASACO, SMC), consultation fees, membership fees, and membership cards (ASACO), member savings (GGLS). Furthermore, some COs enforce penalties or small taxes in case of disrespect of rules governing the CO. This is the case in Bohi, which charges villagers 1000FCFA for not participating in village activities, and Donkerila, which makes parents pay 45,000FCFA for not sending their children to school.

A.5. Target COs which are knowledgeable about their rights and obligations vis-à-vis local governments

Table A.5

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
COs of which 50% of members can explain the rights and obligations of the association vis-à-vis local government	25	89	151	90	176	90

A.6. Federations/Intermediary NGOs working together systematically to resolve serious constraints linked to the environment.

Table A.6

Performance Criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No. of federations which use at least 2 techniques of civic action	NA	NA	2	-	2	-

B. Results: Non-Contractual Program Indicators

B.1. Target COs which have formed good partnerships with local governments in delivering services

Table B.1:

Performance criteria	Women (D=28)		Mixed (D=167)		Total (D=195)	
	Number	%	Number	%	Number	%
No partnership	27	96.43	140	83.83	167	85.64
Partnership established	1	3.57	27	16.17	28	14.36
Partnership established but no examples	0	0	1	0.6	1	0.51
Partnership with proven examples	1	3.57	26	15.57	27	13.85

The traditional lack of confidence between the State and the population has created an environment in which it is difficult to develop a partnership as seen by the 85.64% of COs. Nevertheless, we are starting to see a change in attitude and behavior from the 13.85% of COs with proven partnerships (an increase from 1%). These partnerships exist between the APE and the Inspection de Education Fondamentale in Bougouni, and between the ASACOs and the FELASCOM. We expect that with the functioning of the

communes this will increase as COs should have more comfort with their elected local officials.

B.2. Target COs that expand their services and development activities

Table B.2:

Performance criteria	Women (28)		Mixed (D=167)		Total (195)	
	Number	%	Number	%	Number	%
No new services within the mission of the CO	16	57.14	64	38.82	80	41.03
New services or activities within the mission of the CO	12	42.86	103	57.49	108	55.38
New services or activities outside the mission of the CO	2	7.14	46	21.56	38	19.49
No new services or activities outside of the mission of the CO	10	35.71	63	37.72	73	37.44

The VAs have the greatest possibility of diversifying the range of their activities from their original mandate due to the greater amount of resources they earn from the cotton harvest. The VA is also the most important village organization in terms of providing financial support to other COs. In many villages, such as Digan, the VA pays the teacher and assists in the construction of new classrooms. In Bohi, the VA helped construct a "maternite".

B.3. COs that affirm having made organizational changes and/or used at least one new technique in which they were trained (IR3.1.1)

Table B.3

Performance Criteria	Women (D=28)		Mixed (D=167)		Total(D=195)	
	Number	%	Number	%	Number	%
Number of COs whose members did not receive a training	1	3.57	4	2.40	5	2.56
Number of COs whose members have received at least one training	27	96.43	163	97.60	90	97.44
Evidence of organizational change	26	92.86	161	96.41	187	95.90
No evidence of organizational change	1	3.57	2	1.20	3	1.54

Save the Children has developed training modules to reinforce the technical and organizational capacities of communities and COs for the past ten years in Mali. To this strategy, the DG program has added specific organizational and management norms. The trainings received in this area have been very

beneficial in terms of permitting COs to correct weaknesses in the daily functioning of their structure.

This training has resulted in a 20% increase in the number of COs who give evidence of organizational change based on what they learned. As seen from the significant increase in the other indicators, the impact of the efforts of the SC team has been remarkable in such a short period of time.

III. Impact of Activities

The implementation of the program resulted in rapid raised awareness by CO members of the need to improve the management of their association. The following cases help illustrate the transformation made by many of the groups:

- The VGG in Kolosso has existed for two years. In response to damage to the fencing caused by goats, the members called a general assembly and decided to invest in repairing the fence. Today, the garden is in excellent condition.
- The GGLS association in Kolosso was put in place as a "tontine" between the members. Each month each member deposited 50CFA. In this way, the association was able to pay its membership fee to Faso Jigi Savings and Loan and to purchase the financial tools to correctly manage their accounts.
- The VA in Djissan received their document of official recognition to open a school from the school authorities in Bougouni. In turn, the villagers organized themselves to build three classrooms in partnership with SC. At present, they have applied to the Regional Education Director for teachers to be sent to the school.
- The VA and the GGLS association of Santieni (Fakola) both decided to raise the membership fees of their associations to 15,000CFA and 6,000CFA respectively. These decisions were made with the goal of increasing the sustainability of their actions.
- With the increasing population in their village, the inhabitants of Soroma (Fakola) were obliged to cut wood in the protected forest to meet their daily needs. As a consequence, the authorities responsible for water and forests imposed a heavy fine and other restrictions on the village. In face of these measures, the village authorities negotiated for the lifting of these penalties with the government's representative. As a result, the Section Head of the Department of Water and Forests sent a mission to Soromana to investigate how the villagers were protecting the forest. The mission remarked upon the good organization of the villagers and a letter was sent to the Minister of the Environment. The Section Head assured the villagers that the penalties would be lifted.

- After noticing that their nurse traveled frequently to Kolondieba, leaving patients without treatment, the VA and ASACO of Kaara proposed to the village council that a second nurse be recruited. The village council agreed and the VA secretary, his assistant, and the president of the ASACO contacted the health authorities of the "cercle". Negotiations are currently underway.
- 75% of target COs have reported organizational change as a result of training organized by SC.
- All 61 SMCs targeted by the DG program have applied for and received their legal recognition documents from administrative authorities.
- In Digan, the SMC negotiated and obtained a special reduction in the cost of birth certificates from 4,100CFA to 2,500CFA. Birth certificates are necessary for official recognition of all students taking the 6th grade-leaving exam.
- In Koloni-Boundio, the SMC negotiated with school authorities on a district and regional level to obtain permission for three students to take the 6th grade-leaving exam. All three students passed the exam.
- In Neguepie, the village authorities approached the government representative in the "cercle" to verify the legality of an action by the communal authority. The communal authority had demanded that the village pay a fee for a design of a school that had already been completed and had opened. From this meeting, the village realized that it was not necessary to pay this charge.
- In Dontereke, the SMC, in accordance with the village, decided to allow newlywed girls to continue their schooling.
- There was a marked increase of almost 100% in voter turnout for the communal elections in May. During the presidential election, turnout was 20%, whilst in May recorded turnout was 40% in Mena, 42% in Kebila, 40% in Kolosso, 41% in Kolosso, 41% in Fakola, and 40% in Kadiana (source: local election committee).
- Certain village associations accelerated their protests to the Syndicat des Cultivateurs Vivriers (SYCOV) so that CMDT would pay them after pick-up of the cotton production

Integration and synergy between COs:

- In Djissan, the VA supports the SMC in recruiting a new teacher
- In Kolona, Diodia, Benogobougou, and Djedjeni in the commune of Kolosso, the SMCs and the VA in each village are in the process of organizing the students in income generating activities. Benefits from these activities will allow the SMC to support recurring school costs.

"Niama fu be bo niama yere la" (la fibre du niama vient de lui-meme), said the SMC president in Kolona

- In Djissan, the VA and the village council were able to obtain the construction of a civic center from the communal authorities
- The VA and the APE of Mena organized themselves to apply to the local authorities for the construction of three new classrooms and a new secondary school. The three classes are now operational, while the secondary school has been promised for next year.

Other program successes include:

- Significant progress in the mastery of DG indicators by SC agents;
- The implementation of multisectoral support teams (EMAC) in each commune in Kolondieba. These teams are composed of SC agents and NGO partners. The goal of the team is to promote synergy between sectors in order to offer a maximum of quality services to the communities while better understanding their development priorities;
- The organization of a public exchange space on democratic governance through Radio Benso;
- Members of COs in all twelve communes of Kolondieba serve as representatives of communal councils. Their presence is encouraging for better relations between COs and civil society and communal authorities; and
- COs have demonstrated a strong desire to participate in and take ownership of DG concepts in the management of their development activities.

IV. Challenges Encountered/Lessons Learned

• Leadership and Decision-making in COs

Two main challenges to democratic governance in COs persist as a result of cultural practice and tradition:

1. It is quite common that the same person holds positions of responsibility in different COs. Whether due to low literacy capacity in a village, social position, or motivation, dependence on one or a few people can limit equitable representation and place at risk the functioning of the CO if the person leaves.
2. Most decision making is made or influenced by the older, male generation. This is true from the selection of CO members to resolving conflicts. Often, the elders do not participate in or benefit directly from the activities

of the CO. As a result, questions related to women, children, and youth may not represent the views or needs of these underserved populations.

The following examples illustrate the problems caused by these challenges:

- In Diaka, the VA and the ASACO are managed as if they were the property of the VA president, the secretary, and village chief. These three persons manage these structures as they wish, even against the will of the people. This has resulted in the destruction of the VA and the non-functioning of the ASACO. At the CSCOM, more than 2 millions CFA has disappeared.
- In Ziasso, the general secretary of the VA makes all decisions concerning the association without being accountable to anyone: the funds are managed directly by him as he holds the post of treasurer, whilst his close friend is the stock-keeper.
- The president of the APE in Kolondieba has held the post for 20 uninterrupted years. Parent meetings are not held regularly and all decisions concerning the school are made by him. Similarly, the FELASCOM in Kolondieba does not report to anyone about how it manages the funds destined for the ASACOs at the grassroots. This has led to a great demotivation amongst the ASACO representatives.

To address these types of issues, SC has proceeded with the following initiatives:

1. Promoted the restructuring of all COs through the development of by-laws. This should result in increased participation of women and youth;
2. Trained CO management structures in their roles and responsibilities;
3. 738 CO members have received an intensive 45-day literacy training. Of these 52% were women
4. Created an "exchange space" between village elders and COs. This opportunity for discussion allows the CO to explain their objectives, results, and future plans in order to avoid the imposition of men and women by the elder leaders; and
5. A comprehensive gender relations analysis was carried out in May-June. Results from this study are serving to focus our training and community mobilization efforts to promote gender equity in village decision-making.

- **Absence of Internal Rules and Regulations**

Except for Faso Jigi, ASACO, and Sennasigi, no CO had an official statute of internal rules and regulations to guide their functioning. Through training provided by 3A and Save the Children staff, 97% of CO s now have their statutes adopted and approved.

- **Financial Dependence on Village Associations and Save the Children**

Despite contributions of time, labor, and materials, COs still find themselves reliant on the VA or SC for financial support to carry out their activities. This can be due to the fact that the cost is too high for a CO to support individually or that they have decided to distribute their resources towards other priorities.

To address these issues in the second half of the year, we have provided training sessions in financial sustainability, negotiation and resource mobilization, and sound management practices. In addition, we are offering advice towards the promotion of income generating activities.

V. Intersectoral Synergy

DG is a crosscutting program for all of SC's sectors. As such, the principles and strategies of DG have allowed us to further promote synergy in our activities which is resulting in more efficient, appropriate responses to our partners needs. Following are some examples:

- In each commune, SC has put in place a multisectoral team (EMAC) to maximize our ability to provide services to communities;
- The implementation of gardens and savings "caisses" are based on community structures with free and voluntary membership;
- All COs have been trained in the roles and responsibilities of committee members, democratic self-governance, sound management, civic action, and promotion of self-sufficiency;
- Sectoral action plans were developed with DG agents so that gender equity would be taken into account; and
- The general assemblies of Faso Jigi, Sennasigi, and Jigiya were facilitated by DG agents, and will be followed by trainings in cooperative management.

At the same time, the sectors' work programs allow DG to meet its own objectives:

- SC's gardening team trains VGG in gardening techniques and action plans;
- SC's credit agents provide training in accounting to GGLS groups;
- SC's health team train medical staff on the functioning of CSCOMs for the ASACO; and
- Gardens and pharmaceutical "banks" in the villages are supported by loans from the credit program.

VI. Partnership

Save the Children's approach to Democratic Governance is based on the reinforcement of capacities through a dynamic partnership with all persons or organizations involved. This is seen through:

- Contact with the persons responsible for each CO, village authorities, administrative authorities, and communal authorities to share with them the program objectives;
- Support from SC to Radio Benso in Kolondieba through training of its members and logistical support. SC is a member of the management committee of the radio;

- The maintenance of good relations with the associations and NGOs in Kolondieba (ADAC, ADIB, SETAD, CERPOD);
- The implementation in June 1999 of a synergistic exchange forum between the different participants in decentralization and democratic governance in Kolondieba and Bougouni. The forum is composed of The Decentralization Mission, PAD/Helvetas, ACODEP/PNUD, SLACAER, USAID and SC. The second meeting was held in December in Bougouni where it was decided that meetings would occur each quarter in the field and annually amongst program directors;
- The organization of periodic meetings between SC, World Education, CLUSA, CARE, and Africare to harmonize our approaches and reinforce the capacity of our NGO partners; and
- Meetings were held with CMDT's area representatives.

VII. Plans 2000

- Extension of the program into seven new communes in Kolondieba as well as with COs and federations in Bougouni;
- Active empowerment of SC agents for DG results through the multisectoral teams in each commune;
- Activities focused on indicators will continue with a particular emphasis on new COs. Current COs will benefit from refresher courses and intensive follow-up based on needs determined from data collected;
- An intensification of mobilization and awareness-raising around civic action, advocacy, the understanding of civic rights and responsibilities, and assistance to new communal authorities for the operationalization of communes;
- Involve new communal authorities in the organization of meetings of the communal council, and elected officials to training which addresses civil society;
- Organize fora on citizenship and human rights which bring together COs and their federations, leaders of communal institutions, technical partners which support communities and communes. These fora will be open to USAID and the Decentralization Mission;
- Organize and produce skits and plays on DG indicators;
- Awareness-raising and communication on the radio by promoting an "exchange space" between the different actors in development of the communes;
- Organize meetings on roles and responsibilities of rural radio in local development;
- Organize an exchange visit between COs from SC and other PVOs (World Education, CLUSA, and CARE); and
- Organize exchange visits and meetings between COs targeted by SC

VIII. CONCLUSION

The positive results achieved in such a short period of time are the direct result of an intensely focused strategy, hardwork, and a favorable environment. For democratic self-governance, women in leadership posts, resource mobilization, and knowledge of rights and responsibilities we surpassed expectations. While efforts remain to improve CO performance for sound management and civic action, we believe that conditions exist to progressively raise results in these areas. This confidence is based upon the excellent achievements in CO knowledge of rights and responsibilities towards local government which is the basis of understanding how to plan and organize effective civic action. Further, we recognize new environmental conditions, namely the operationalization of communes and the efforts of the Ministry of the Family, Women, and Children, which will facilitate legal recognition as well as increase opportunities for the advancement of women. When seen with the fact more than 50% of COs are within 1-2 criteria of fully practicing sound management, we expect that results for the next year will be equally positive.

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ANNEXES :

Annex I: USAID Democratic Governance Reporting Form

**Annex II: Annual Plan for Democratic Governance
(January-December 2000)**

ANNEXE I : USAID Democratic Governance Reporting Form

SO 3 Democratic Governance Strategic Objective

CO s in target communities are effective partners in democratic governance, including development decision-making and planning

SO 3: % of target COs which have formed good partnerships with local government in delivering services (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										21%
1998	/	1.19%								25
1999	/	12.31%								30
2000										40

SO 3: % of target COs expanding their development services and activities (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										38%
1998	/	23.0%								40
1999	/	19.49%								45
2000										50

SO 3: % of target communes in which non-target COs civic action practice (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/								5
2000										10

SO 3: % of target which have affected two or more development decisions

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										6
1998		3.57%								6
1999		10.77%								10
2000										10

SO 3: # of regional or national government decision target INGOs and Federations and COs affected

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/								1
2000										2

SO 3: % of target communes which new COs have formed during the year.

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										N/A
1998	/	/								
1999	/	/								
2000										

IR 3.1 Target COs are engaged in democratic self-governance and civic action at the local level and beyond .

IR 3.1 % of target COs govern themselves democratically(RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										0
1998	10%	0%							20	
1999	25%	33%							40	
2000									60	

IR 3.1 % of target COs have sound management practices (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										5
1998	20%	4.76%							10	
1999	40%	20%							20	
2000									40	

IR 3.1% of target COs pursuing effective civic action (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										38
1998	10%	9.52%							40	
1999	20%	13%							45	
2000									50	

IR 3.1 % of mixed gender COs with at least one woman in a leadership position .

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	15%	15%								
1999	35%	37%								
2000										

IR 3.1% of target COs pursuing civic action , as gauged by any kind of public advocacy on even one issue .

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	10%	9.72%								
1999	20%	14.87%								
2000										

IR 3.1% of target COs who mobilize non-USAID and non-member resources .

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										35
1998	20%	41.66%							40	
1999	40%	46.15%							45	
2000									50	

IR 3.1.1 Target intermediary NGOs and federations support community organization democratic self-government and civic action .

IR 3.1.1 Average # of days of training and TA per CO .

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	/								
1999	/	/								
2000										

IR 3.1.1# COs which report that they made organizational changes and/or used at least one of the new skills in which they were trained

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										75
1998	/	75%								80
1999	/	90.77%								85
2000										85

IR 3.1.1.1 The capacity of target intermediary NGOs and federations is strengthened .

IR 3.1.1.1/2.1 Target intermediary NGOs and Federations govern themselves democratically.

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										10
1998		2								12
1999		4								20
2000										28

IR 3.1.1.1/2.1 Target INGO and federations have sound management practices (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										4
1998	/	2								5
1999	/	2								10
2000										14

IR 3.1.2 Target intermediary NGOs and federations effectively aggregate and represent community organization interest at the local level and beyond .

IR 3.1.2 # of target intermediary NGOs and federations for which 2 or more CO partners report that they are effectively represented (RTW).

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										61
1998	/	2								65
1999	/	3								70
2000										75

IR 3.1.2 # of federations of at least 5 COs formed to address specific concerns related to government decisions (RTW)

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/								2
2000										2

IR 3.1.2 target Intermediary NGOs and Federations effectively represent COs interest

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	2								
1999	/	2								
2000										

IR 3.1.2# of target federations whose membership is stable or increasing

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										N/A
1998	/	9								2
1999	/	10								5
2000										10

IR 3.1.2 # of target Intermediary NGOs and Federations engaged in sustained on issues of mutual concern

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	/								
1999	/	/								
2000										

IR 3.2.1 INPUTS Grants for technical assistance and linkage activities given

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	/								
1999	/	/								
2000										

IR 3.1.2.2 The civic action skills of target INGOs and federations are strengthened

IR 3.1.2.2 Intermediary NGOs and Federations with staff trained in civic action.

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	/								
1999	/	/								
2000										

IR 3.1.2.2 Amount of training NGO and Federations received in civic action

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										0
1998	/	/								8
1999	/									12
2000										18

IR 3.1.2.2 Intermediary NGOs and Federations use civic action techniques

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Baseline										
1998	/	2								
1999	/	2								
2000										

Annex II:
Annual Planning for Democratic Governance January – December 2000

INDICATORS	ACTIVITIES	PERIOD 2000	TARGETS	EXPECTED RESULTS	BUDGET (CFA)
<input type="checkbox"/> <u>Democratic governance</u> Partner NGO	Training on the following topics : <input type="checkbox"/> Establishment and structuring of an CO <input type="checkbox"/> Structuring of an CO board <input type="checkbox"/> Notion of membership and meetings minutes elaboration technique <input type="checkbox"/> Notion of SRI : SRI elaboration technique	February	1936 participants from 484 CO of the 12 target communes and A.V.F	At the end of these different trainings CO managers will be able to understand and to explain to other members the notion of CO, its importance, the minutes notes taking system and the SRI	6,037, 000
<input type="checkbox"/> <u>Sound management</u> SCF	Training on the following topics: <input type="checkbox"/> Notion of sound management <input checked="" type="checkbox"/> Administrative and financial management of a CO <input checked="" type="checkbox"/> Management System of accounting documents Organization of literacy session	February April May	2420 participants from 484 CO of the 12 target communes Illiterate members of CO	At the end of the training sessions participants swill be able to understand the notion and the importance of the practice of sound management for the functioning of their CO At the end of these sessions participants will be able write to do simple math operations in bamanan	7,560, 000 12, 000,000
<input type="checkbox"/> <u>Civic Action</u> Partner NGO	Training on the following topics : <input type="checkbox"/> The components of a civic action Rights and duties Technique of implementation of civic action	February March	2420 participants from 484 CO from 12 communes of Kolondièba district	At the end of the training sessions the participants will be able to identify the components of a civic action and to explain them to other members	7, 460,000

INDICATORS	ACTIVITIES	PERIOD 2000	TARGETS	EXPECTED RESULTS	BUDGET (CFA)
<input type="checkbox"/> Financial Sustainability SCF	Training on the following topics : <input type="checkbox"/> Technique of micro- projects elaboration <input type="checkbox"/> Technique of partnership negotiation	May June	2420 participants from 484 CO from 12 target communes	At the end of the training sessions the participants will be able to understand the different steps of the elaboration of a micro project and to identify necessary skills for a CO in order to negotiate a partnership financier	7,560,000
<input type="checkbox"/> Women's leadership SCF	Training on the following topic : <input type="checkbox"/> Constraint and opportunity for women's leadership gender and development <input type="checkbox"/> Notion of women's leadership : comprehension and implementation strategy	June July July July July	1500 participants from OC of the 12 target communes Personnel DG-SCF-US and partner NGO 30 community animators DG Team agents and partner NGO DG Team and partner NGO	At the end of the training sessions the participants will be able to identify constraints linked to the promotion of women at decision making positions and to make strategies to alleviate constraints At the end of the training sessions, participants will be oriented on the notion of women's leadership, and they will be able to explain the notion to other members At the training session the community animators will be able to understand the concept of women's leadership, implementation strategies and will be able to teach the concept to others in the village At the end of the workshop the participants will be able to sensitize the CO on the importance of women's leadership Agents will be able to conduct animation sessions on gender and development	1,500,000 2,500,000 1,475,000 1,821,250 250,000

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INDICATORS	ACTIVITIES	PERIOD 2000	TARGETS	EXPECTED RESULTS	BUDGET (CFA)
<input type="checkbox"/> <u>Every contractual indicator (sound management, sustainability, civic action, partnership, advocacy)</u> Partner NGO	<input type="checkbox"/> Training of Federal CO on contractual indicators of DG	May July	Members of CO management committees of the 12 communes of the district	At the end of the training participants members of federal CO will be at the level of skills like the CO members at the basis	Included in the budget of auto-governance and civic action
<input type="checkbox"/> <u>Refresher training on all the indicators</u> Partner NGO	<input type="checkbox"/> Organization and training sessions in the first five target communes on all the contractual indicators	February March	Members of management bureau of 205 CO of the 5 first communes (1537 participants)	At the end of the session of refresher training session, participants will reinforce their capacity in regards to every day management activities of their CO and in regards to the rights and duties of the citizen	Included in the budget of auto-governance and civic action
<input type="checkbox"/> <u>Training/capacity building of the du personnel</u> SCF	Organization and training session on behalf of the personnel on the following topics : GRAAP (women's leadership) Genre and development Techniques advocacy <input type="checkbox"/> Decentralization <input type="checkbox"/> Reflect <input type="checkbox"/> Cooperative Action <input type="checkbox"/> Participatory Development <input type="checkbox"/> Indicators of Democratic Governance	February February January February February March March	Field agents and the DG Team and the partner NGO, sectoral assistants in Kolondièba (150 participants)	At the end of the training session the field agents in Kolondièba will be able to efficiently support the CO in taking care of the organizational aspects and the development of their community	 1,142,000 527,000 1,142,000 150,000 319,000 150,000
<input type="checkbox"/> ONG	<input type="checkbox"/> Design and production of plays on DG indicators (4 plays)	January	Members of community organizations and simple citizens from the 12 communes of the district of Kolondièba	At the end of the different presentations, participants will have better understood the messages behind the indicators because they would have been got across through a language they understand	2,000,000

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INDICATORS	ACTIVITIES	PERIOD 2000	TARGETS	EXPECTED RESULTS	BUDGET (CFA)
□ IEC Partner NGO	□ Design and production of public programs on Democratic Governance and its indicators, rights and civic duties, decentralization, women's roles in the decentralization (85 programs)	January December	Citizens and their associations commune authorities, government agents and technical partners (state or private) in Kolondièba	The different programs produced should allow the citizens and political and administrative authorities of Kolondièba to be better aware of aim of DG	2,550,000
	* Organization of introductory workshops in the new seven communes sustained by radio programs	February	Local elected leaders , members of CO, traditional authorities and national authorities	At the end of the introductory workshops, the actors targeted by the program will be informed on its goal and objectives and will decide to join it.	350, 000
	*Workshops of restitution quarterly collections and participatory re-planning	February March-June September	Members of CO, local elected leaders, traditional leaders	At the end of this feedback the CO members will be able to identify the strengths and weaknesses and will adopt strategies of correction .	1, 230, 000
	*Provide ten Dictaphones for the media commission (Partner NGO +SCF)	February	Members of the media commission of DG program of SCF-US	Supplying in audio equipment for opinion poll	750, 000
	□ Purchase of batteries for Dictaphones	February	Ten Dictaphones of the commission media	Dictaphones are operational	36,000
	* Design and translation of technical forms in bambara on the training topics in civic action for the local animators	April	Participants to the different trainings and the animators	At the end the trainers will sufficiently trained on pedagogical tools that could facilitate the achievement and the comprehension of the training	1,000,000
	* Training of the topic : Functioning of communal institutions and roles responsibilities of the actors in the		Communal Councils of the 12 communes of the districts , delegates and	At the end of the training, participants will understand the functioning of the commune	2,000,000

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	promotion of local development		agents of technical and advisory services	structures, the relationships between the actors for the promotion of local development.	
<input type="checkbox"/> Logistics (blackboard-easel, marker, flip chart)	<input type="checkbox"/> Purchase of training logistics and supply of the training centers	January February	Twenty training centers identified throughout the 12 communes of the district	Training centers are sufficiently equipped to carry out the training sessions	3,200,000
<input type="checkbox"/> IEC SCF	<input type="checkbox"/> Organization of two forums in Kolondièba	March 26 Dec. 10.	CO members, simple citizens, communal, political, and administrative authorities and traditional leaders and opinion leaders of the district of Kolondièba.	The forums will enable the participants to better understand the current institutional and political evolution at the macro and micro level and to better express their expectations.	2,094,000
<input type="checkbox"/> Partnership SCF	<input type="checkbox"/> Organization of exchange visit between SCF CO and between SCF and other PVO	April March	CO supervised by the programs and other CO of partner PVO	At the end of the meetings the CO involved will have exchanged their experiences	6,909,260
<input type="checkbox"/>	<input type="checkbox"/> Organization of an annual data	December	Community organizations and federations of CO	At the end of the data collection we will have quantitative and qualitative data on the performance of CO that will enable to write the annual report	2,000,000

TOTAL BUDGET COST: 75,676,510F CFA

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