

ANNUAL REPORT

January-December 2000

*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**



Save the Children



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31 January 2001

Mr. Timm Harris
Agreement Officer Technical Representative
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Dear Timm,

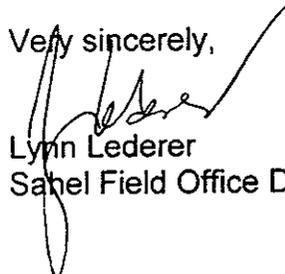
With this letter, I am pleased to submit 15 copies of our *2000 Annual Report* for the projects included in the umbrella grant:

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

As always, I want to express our tremendous appreciation for the spirit of collaboration we feel with each of the USAID teams. Without exception, individuals and teams have gone out of their way to respond to our questions and support us in our efforts. We hope everyone, therefore, will take pride in the positive results outlined in this report.

We look forward to your reactions and ongoing discussions.

Very sincerely,



Lynn Lederer
Sahel Field Office Director

cc: Andrea Yates (7 copies)
Roger Bloom (3 copies)
Anna Diallo (3 copies)
Annette Tuebner (1 copy)

Executive Summary

We reflect with satisfaction and with humility on the accomplishments of this past year. While there is still much to do and many areas to improve, we feel that the efforts of this past year reflect ongoing learning and the translation of that learning into improved programs. The results noted in this 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. The power of the results is an affirmation of those partnerships. As Congressmen Pomeroy and Green noted in their recent visit, Mali's strength...and its potential, lies in these grassroots collaborations, working for the good of the community.

During this past year, we were able to see results of efforts begun earlier. In particular we have been struck by the following trends:

An engaged civil society: Whether it is *School Management Committees* advocating for their rights, cotton farmers directly confronting the CMDT, or more and more women in important leadership positions, we feel can "feel" empowerment when we visit a village. We are also encouraged by more and more cooperative efforts between local populations and authorities around issues of mutual interest.

Our work this year has progressed towards "more Mali and less Save" with a focus on the ***capacity building*** of many of the institutions or organizations we are working with and the progressive transfer of responsibilities to them to prepare them for greater or full autonomy. Specific examples are the development of Soro Yiriwaso and Faso Jigi as independent microfinance institutions, the transfer of certain management responsibilities to Groupe Pivot/Santé Population, transferring to four of our Malian NGO (education) partners procurement responsibilities, and, of course, our work with CEPROCIDÉ.

We are also pleased with the public recognition which models which we have piloted have received nationally, regionally, and internationally during this past year. Last week, when President Konaré spoke with the Congressmen, he stressed that there would not be "education for all" in Mali unless we used a mud-brick community school model, a point of view which was shared by World Bank Education team personnel during their work in Mali.

From a health program perspective, it continues to be a privilege to be associated with the innovative programs of Groupe Pivot/Santé Population. In addition to its ongoing programs in Mali, Groupe Pivot played a leading role in influencing regional health policies through its joint (together with WHO and the MOH) regional workshop on the contractual involvement of NGOs in the delivery of public health services.

Santé Sikasso's effectiveness in building partnerships at a grassroots level continues to set a standard which has attracted visitors from throughout Mali as well as regionally. Its international reputation attracted four additional initiatives this year which complement and strengthen our work through this *Cooperative Agreement*. The joint BASICS/Save the Children supported "*Positive Deviance*" study, culminating in a regional workshop has proven to be an effective way to attack the childhood malnutrition which is so prevalent in our zone of intervention. The Columbia University supported "*Safe Motherhood*" project to improve the response to obstetrical emergencies, is aimed at dramatically reducing maternal mortality. Believing in the 'promise' of the village pharmaceutical banks, Johns Hopkins is supporting a study which will assess antimicrobial resistance. Finally, during this past year Mali was preliminarily chosen as one of the pilot countries for Save the Children's Gates Foundation funded "*Saving Newborn Lives*" initiative.

While all of these new health initiatives are affirming, we feel our real success in the energetic ownership which *Village Health Committees* and *ASACOs* demonstrate as they ensure that basic health services are provided and make real the promise of the *Bamako Initiative*. President Konaré noted in his remarks to the visiting Congressmen, that it was these village committees which he looked to as the key to democracy and to Mali's development.

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

January 1 – December 31, 2000



Save the Children/USA

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

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Community Schools Program
List of Acronyms

CEP	Certificat d'Etudes Primaire (6 th grade leaving exam)
DAE	Direction d'Academie d'Enseignement
EcOM	Community School
CAP	Centre d'Animation Pédagogique
CNE	Centre National d'Education
MOE	Ministry of Education
SC	Save the Children
SMC	School Management Committee
SAGE	Strategies for Advancing Girls' Education
FACETS	Family and Community Empowering Training Systems (SC Gender Team)
PISE	Programme d'Investissement dans le Secteur de l'Education
PRODEC	Programme Décennal de l'Education (Ten Year Education Plan)

I. Introduction

Midway through the current *Cooperative Agreement*, the vision of Save the Children and our NGO partners for community schools in the Sikasso region is gradually becoming a reality. Our strategies for improving the quality of the education, building the capacity of the school management committees and reinforcing partnerships for long-term sustainability are having an impact in schools.

Save the Children and NGO Partners' Vision for Community Schools

"A school that is integrated into the national system, is sustainable and is entirely managed by the community in a dynamic partnership. This school is a place where quality, learner-centered instruction is delivered through an appropriate methodology and which offers equal opportunity for boys and girls in a supportive environment."

Significant progress was made in 2000 in key areas necessary for achieving that vision such as student achievement and long-term sustainability. We would like to highlight the following achievements in 2000:

- Some school management committees are forming federations.
- The CEP success rate doubled from 10 to 21%.
- The number of female teachers increased from 11% to 14%.
- Some talented teachers have taken the initiative to train their peers.
- Daouda Togola, an ECOM graduate is a top student in grade 7 in Tiéfala.
- The new Director of the Sikasso DAE, in his post since September 2000, visited 4 ECOMs last November, quickly demonstrating his support and concern for community schools, and
- Ties between the SC Community School Program and the MOE were strengthened at both the local and national levels through increased contacts, visits and meetings.

Nonetheless, significant challenges remain for the next two years, including continuing progress towards improving quality, adapting to the realities of decentralization, continuing to increase access, strengthening sustainability on all levels and reinforcing the focus on girls' education.

II. Results 2000

IR2.1 Increased Access to Basic Education including Life Skills

ACCESS				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
777 new community schools established	777	782	5	100.6%

Under the 1999 Continuation Application, we agreed to discontinue the establishment of new schools and to support the construction of additional classes. However, in light of some communities' enthusiasm, we supported the establishment of six new schools (five in the area of Kolondieba and one in Sikasso). Also, some ten schools temporarily closed following the "cotton crisis". Most School Management Committees (SMCs) rely on cotton sales to cover the recurrent costs of their community schools. Last year the majority of villages did not grow cotton and therefore some did not have cash from cotton to cover the cost of their children's education. Villages that developed alternative sources of revenue like market gardens, collective millet or peanut fields are likely to keep their schools running in 2001. The "cotton crisis" is believed to be over now, and we expect communities will regain the level of resources needed to support many of the recurrent costs of their schools. In cases where communities continue to have problems obtaining enough resources to run their schools, we will, as always, provide them with guidance on how to generate alternative sources of revenue. Despite the hardships of this year, 140 communities are establishing an additional classroom, continuing to increase access to education for more children.

ACCESS				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
55,000 pupils attending, most of whom would never otherwise have attended school	52,000	47,502	(4,498)	91%

We fell short by 4,498 students of the annual target of 52,000. In October 1999, there were 49,102 students in the 786 community schools. The school

year ended with 47,183 students. 1919 students dropped out. Although 6162 new students were enrolled for the new year, our back to school report shows a total of 47,502 currently enrolled. Our field agents reported that some students have shifted to public schools, their parents fearing that following the "cotton crisis" their community school would not operate this year. Others have discontinued their studies for yet unknown reasons. We will investigate further to understand the causes of these "summer drop outs".

ACCESS				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
85% Gross access rate	Girls: 80% Boys: 90%	Girls: 72% Boys: 88%	Girls: (8)% Boys: (2)%	Girls: 90% Boys: 98%

The gross access rate remains stable. Compared to last year there has been a slight increase in girls' enrollment. This could be a result of our various campaigns and strategies for improving girls' education.

The Sikasso Region public school gross access rate is 42.2%.¹

ACCESS				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
70% Gross enrollment rate	Girls: 60% Boys: 70%	Girls: 50% Boys: 57%	Girls: (10)% Boys: (13)%	Girls: 83% Boys: 81%

Compared with last year's results, gross enrollment dropped by 3%. This drop was described previously as "summer drop outs". We will further investigate this phenomenon to gain a better understanding and develop appropriate strategies.

The Sikasso Region public school gross enrollment rate is 47.7%.²

¹ Source: CPS Annual Statistics, 1997-98

² Source: CPS Annual Statistics, 1997-98

IR2.2 Improved Quality of Basic Education

Quality				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
4 th grade attainment rate by sex. Girls: 75% Boys: 80%	Girls: 75% Boys: 80%	Girls: 79% Boys: 93%	Girls: 4% Boys: 13%	Girls: 105% Boys: 116%

As we expected, a significant improvement has been achieved in the retention of younger students. In the previous years, the cohorts were older and more susceptible to marriage or leaving for work. Also the teachers were less qualified and the methodology less participative. Over the past year, much emphasis has been placed on improving the quality of the learning process. Teachers have been trained in the use of learner-centered techniques. The majority of 4th grade teachers have at least a 9th grade education. Supervisors, animators and assistants were trained in classroom supervision and have done more classroom observation than ever. Now that parents are more informed about the schooling of their children through the SMCs, there is a clear trend towards allowing younger children to continue their studies.

Quality				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
6 th grade attainment rate by sex. Girls: 60% Boys: 80%	Girls: 60% Boys: 70%	Girls: 45% Boys: 63%	Girls: 15% Boys: 7%	Girls: 75% Boys: 90%

Children in grade six this year were in grade one in 1994. These cohorts did not substantially benefit from the quality changes that were made in the program beginning two years ago. In addition, they were enrolled at an older age and were therefore more likely to be pulled out of school for fieldwork or marriage.

Quality				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 99-00)	Results Achieved	Difference	% Achieved
60% pass rate for 6eme exam (CEP) for girls and boys	Total: 20%	Total: 20% Girls: 4.2% Boys: 16.3%	0%	100%

We are encouraged by the upward trend in the CEP pass rates. In 1998 the pass rate was 5%, in 1999 10% and in 2000 20%. We are confident that better scores can be achieved as a result of joint efforts of all the stakeholders. SMCs and parents are more aware of the key factors that lead to success. These factors include:

- Recruiting qualified teachers and motivating them.
- Making books available for teachers and students.
- Ensuring that students regularly attend school, and
- Organizing group homework (cercles d'études).

SC and its NGO partners are acting on the teacher training and coaching factor. The CAP and DAE are preparing students through practice tests and supervision.

As communities experience improvements in overall test results, they are more committed to continue their endeavors to provide all their children with quality education. Last year all villages with 6th grade schools, with the exception of one, purchased books in French for their students.

We feel that ECOM students are disadvantaged by the way the CEP is conducted. These students do not take any test items in Bambara (in which they have been taught for 6 years). The entire test is in French just as it is for students in public schools. We are liaising with the Direction Nationale de l'Enseignement Fondamental on ways and means to include tests items in Bambara for the ECOM students taking the CEP exam.

Quality				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 99-00)	Results Achieved	Difference	% Achieved
Gender parity in all forms of achievement	To achieve by end of project	NA	NA	NA

More girls passed the CEP exam this year than ever before. In fact, 21% of the successful CEP candidates were girls. Last year only 12% passed. This significant improvement in girls' scores seems to result from:

- More girls attending school and reaching grade 6 than in the past.
- Teachers trained in teaching techniques to further girls' education,
- Parents, and mothers in particular, beginning to believe that girls can do well in school in light of girls' success at school and on the CEP exam, and
- Girls themselves are more confident that they can succeed in school.

Quality				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 99-00)	Results Achieved	Difference	% Achieved
75% pass rate on village relevant life skills test given to every pupil at the end of grade 6	To achieve by end of project	NA	NA	NA

The life skills components in the curricula have been revised by our education staff. New tests are being developed and will be conducted in May before the 6th grade students sit for the CEP exam.

To improve the life skills component, the Sahelienne, a Malian NGO, conducted a situational analysis of the ECOM leavers to understand what they do after leaving school. The findings of the analysis suggest that studying at the ECOM has improved the ECOM leavers' ability to contribute and reintegrate into to their communities. Unlike many other children, they tend to stay in the community and are helping their parents in farm work (84%), running small businesses (1%), or raising cattle (1.4%). These findings will be carefully analyzed and the recommendations will be translated into actions to benefit students who are now attending the ECOMs by improving the life skills component of the curricula.

IR2.3 Promotion of Basic Education Programs that respond to client needs

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Student teacher ratio	35:1	36:1	(1)	97%

The number of teachers is continuing to decline. There are now 1332 teachers compared to 1369 in 1999. Some communities are finding it difficult to keep qualified teachers. Last year, SMCs recruited over 300 new teachers to replace either less qualified ones or those who left their teaching job. Last October, some SMCs did not renew the contracts of their teachers hoping to obtain a "PRODEC teacher"- a teacher paid by the Government. Unfortunately these "free" teachers never materialized, and the former teachers found other job opportunities. We are in contact with the Communal Councils to find ways of helping communities sort out this confusing situation. Among a number of steps to improve teacher retention, we are encouraging SMCs to recruit female teachers because we have observed that they tend to be more stable and committed, and less likely to leave their jobs.

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Student book ratio (2:1)	NA	2.2:1	NA	NA

No targets were set for 2000.

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Gender parity	48% in grades 1-4 45% in grades 5-6	45% in 1-4 46% in 5-6	(3%) in 1-4 +1% in 5-6	94% in 1-4 102% in 5-6

As communities become more aware of the value of girls' education and more committed to it, gender parity tends to even out through the grades. Although we are still below the 50% initially targeted, it is encouraging to see that parents are making efforts to send and keep girls in school. Grassroots activities, including community mobilization, teacher training, and promoting female teacher recruitment have been conducted in collaboration with FACETS and SAGE to reach this level of achievement.

We are encouraged with these results and will continue to promote girls education through SMCs and community mobilization, teacher training, awarding prizes to schools with best girls schooling, etc.

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
90 percent of teachers in grades 4-6 have minimum 9 th grade education	60%	80%	20%	133%

The SMCs and parents understand the link between the qualifications of the teacher and successful schooling. After starting with neoliterate teachers who were good at teaching basic reading and writing in Bambara, the SMCs have gradually recruited up to 520 teachers with a minimum 9th grade level. The more highly educated teachers teach in grades four to six, whereas the neoliterates continue to facilitate learning in lower grades.

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
100 percent of teachers trained during the last 12 months	100%	100%	0	100%

Teacher training has been a key strategy for improving the quality of teaching. From June to October, SC and its NGO partners have jointly, with the CAP and the DAE, organized and run training sessions for all active teachers. These trainings aimed at improving skills, teaching techniques, and knowledge. We intend to expand the use of Pédagogie Convergente (PC) to all schools and all

grades. This year we introduced PC in grade two classes. Teachers who took the PC training in 1999 for grade one classes participated in that training. Other trainings conducted last year included:

- Initial training for all new teachers
- Refresher, in-service training for third and fourth grade teachers
- Training in teaching by objectives for 4th grade teachers
- Training in CEP exam documentation for 6th grade teachers
- PC level 1 training for grade one teachers

In addition, mini-ateliers - teachers gathering locally to discuss pedagogical issues- gave teachers the opportunity to meet with their peers and discuss teaching issues. These workshops, held twice a year, helped them share experiences and talk about difficulties and possible solutions.

We are beginning to see positive improvements in the quality of teaching as a result of these trainings.

Promotion				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
15 percent of teachers are female	12%	13.5%	+1.5%	112%

Female teachers have in our views several comparative advantages. At all the community meetings, our staff stress these advantages:

- Female teachers are usually more stable and less likely to leave for new jobs or communities,
- They more easily develop good relationships with the students which favor retention, and
- They are role models for girls and tend to be more sensitive to the needs of girls.

Although the overall number of teachers is declining, the percent of female teachers is slowly but steadily increasing.

IR2.4 Increased Capacity of Basic Education Programs that respond to client needs

Capacity				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Percent of schools registered (90%)	60%	63.2%	+3.2%	105%

Among the 782 functioning schools, 494 SMC have obtained their récépissé from the CAP. The acquisition of this official document demonstrates the SMC's capacity to advocate for the recognition of their school. This first step not only demonstrates the impact of the DG trainings that the SMC members participated in, but it also reinforces ownership of the schools by communities.

Capacity				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Percent of SMC meeting at least 10 times a year (85%)	60%	74%	14%	123%

Regular meetings are an indicator of capacity of the SMC. Our field staff encourage the SMC to fine tune the content of these meetings and tackle subjects like regular attendance, girls education, teacher motivation, communication with the parents, partnership, etc..

Capacity				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Percent of SMC in a Federation(10%)	5%	3.4%	-1.6	68%

The SMCs understand that joining APE Federations will make them stronger and more capable of tapping into communal resources and advocating to solve ECOM issues. We have observed that the 27 SMCs who have formed federations have different strategies and ways of doing so. Some SMCs have a representative at the local APE. Others have created a federation with the APEs at the communal level. In some cases a number of SMCs have created their own federation. The SMCs in the area of Niena and Blendio organized themselves into Federations. They hold monthly meetings where school issues are discussed. In the commune of Bougoula in Fakola, 4 SMCs and the APE have formed a federation. Each SMC is represented at the federation by two members. While there is a need to standardize these different types of federations, at the same time we want to encourage and support local initiatives. Our SMC capacity building Coordinator and the DG team are helping SMCs acquire the required capacities to function as a federation.

Capacity				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Percent of SMCs that support at least 30% of the recurrent cost of their school (100%)	60%	98%	+38%	163%

Communities are increasingly investing in their children's education. They are recruiting more qualified teachers and therefore paying higher salaries. They are also taking on an increased responsibility for school supplies by buying notebooks, pens and pencils, and even books.

Capacity				
Indicator and Life of Project Target	Planned Target for 2000 (School Year 00-01)	Results Achieved	Difference	% Achieved
Percent of SMC women in executive positions	10%	14%	+4%	140%

There has been a slight increase in the percent of women in executive position within the SMCs. Not only has there been an increase from 13% to 14%, but more importantly, the roles have been better defined through work with the DG

team. According to reports from field staff, women in executive position are also playing their roles more confidently.

III. Impact of Activities

A Tax Break for Schooling

The SMC of Bohi was able to successfully eliminate the payment of taxes by parents for each of their children who is enrolled in Bohi community school. According to Malian law, parents who are not « employees » are required to pay a per capita tax on children who are not enrolled in school. However, parents should not pay taxes on children who are enrolled in school. Nonetheless, some Mayors still require this tax payment, particularly for children who are enrolled in community schools, schools which they consider to be « unofficial. » To deal with this situation in Bohi, the Bohi SMC sent representatives to the « délégué » in Kolondieba to research all the pertinent information. They also consulted with local APEs and Federations. Armed with this information, they then negotiated with the communal « délégué » and obtained his agreement that parents should no longer pay taxes on their children enrolled in their community school. By securing compliance with the law, the SMC reduced the financial burden for Bohi parents who send their children to their community school.

Learning to Teach, Teaching to Learn

*Mr Broulaye Sangaré teaches a grade two class in Tabakorolé a village covered by ASG in the commune of Garalo. Mr. Sangaré was trained in the use of active teaching methodologies through the SC teacher training programs. Nowadays, Sangaré has turned into an "expert" in the use of this methodology. He has been so brilliant in the practice sessions at the teachers' workshop that his peers call him for "consultations". Sangaré's secret is his creativity and his strong belief that one does not need to attend university to be a good teacher. He thinks that **all the teachers can teach well what they know**, and he believes that teaching is a learning process that requires effort. We think that every teacher has the potential to teach as well as Sangaré, and we believe in the power of promoting teacher support groups and exchanges to encourage classroom creativity. Teachers have the potential to coach their peers, to spread active teaching methodologies through creative use of low cost and available resources, and to improve the quality of teaching at low cost.*

Some Impacts of the Community School Program

Christine Capacchi, a doctoral student who observed the program from November 1999 to July 2000, has suggested that the Community School Program has had an impact at a number of levels.

Impact at the community level :

- *Communities have learned how to organize and unite around the Community Schools, providing practical experience and a unique opportunity for mobilizing to meet village needs. The leaders of the SMCs present new ideas to villagers to debate concerning the development of education.*
- *SMC members receive training on literacy, good governance, and management. This has resulted in diminished fears among villagers of authorities as communities have more contacts locally and nationally and gain knowledge of their rights.*
- *There has been a change in the attitude of the community towards schooling. While always valuing literacy, villagers found the formal school system to be less relevant to their lives and needs. Today, villagers are paying money to support their school and for teachers' salaries, whereas before the Community Schools project there was strong resistance to sending children to school. The schools generate a new energy towards education in the community and people cooperate to make this system work. The work that the community members do is validated because neoliterates are able to be teachers, SMC members democratically discuss issues, and a more effective education system is in place in the community, all as a result of local participation.*

Impact on women and girls :

- *Women are learning that they can play a larger role in the education of their children through membership on the SMC and through SC's support of women as important members of such community groups. Women generally manage girls' activities in Mali, so it is important for them to be a part of a decision-making mechanism to help manage school activities. As women gain more confidence in their role as leaders, they find opportunities to practice these new skills as members of the SMCs.*
- *Villagers speak regularly of the importance of girls' education and how girls will have a better future after years in school learning how to read, write and calculate and how to stay healthy or be better mothers.*

Impact on children :

- *The enrollment rate has increased. Before the Community School project, it was 19% in the Sikasso region displaying the reluctance people felt about sending their children to public schools. The communities demanded different kinds of schools and SC responded to this demand.*
- *Parents notice differences in the behavior of children who attend school. They learn faster, are more disciplined, and rooted to the traditions. They are able to do both school activities and fulfill domestic responsibilities.*
- *The Community School students discuss aspirations and a variety of futures. They have both scholastic and practical knowledge.*

Impact on teachers :

- *Teachers are proud of their work. Before the Community School project, many villagers did not have any sort of outstanding role in their community. Teachers serve their communities in an honorable and exciting way.*
- *Indirectly, the role of the teacher is demystified and people realize that just because one does not have a University degree that does not mean that they cannot serve an educational role responsibly and successfully.*

Impact at national level:

- *The Pedagogie Convergente has been tested.*
- *PRODEC was influenced by the community school model.*
- *The pass rate of students taking the CEP exam is increasing. The first year that the Community School students took the CEP exam, five students passed. The second year this number rose to 32 students, and in 2000 it reached 185 students. If this trend continues, the students' pass rates will be similar to public school students' pass rates.*

Impact at international level:

The success of the Community School project in Mali has led SC to replicate these activities in eight other African countries : Burkina Faso, Ethiopia, Guinea, Malawi, Morocco, Mozambique, and Uganda. SC also brought the program to the Caribbean by carrying out Community School activities in Haiti. The Community School approach in areas outside Mali have been adapted to the context of the host country. In other words, the Community School model in Uganda is not the same as the one in Burkina Faso or Morocco.

IV. Challenges Encountered/Lessons Learned

As a result of the "cotton crisis", many communities were financially weakened. Despite a shortage of resources, the vast majority of SMCs managed to continue to provide the financial support needed to run their schools. Although we are encouraged to see that the parents value the education of their children and are ready to make additional sacrifices to this end, we are feeling signals of an "essoufflement". The burden on the communities is heavy, and demand for support from the government is rising. Although the percentage of SMCs which has demonstrated the capacity to cover the recurrent cost of their school is higher than we expected, we remain uncertain of the long-term financial viability of the ECOMs if they are left without external financial support.

DG trainings that aim at reinforcing the capacities of the SMCs' members are making communities more and more aware of the inequity in the allocation of resources in Mali. SMC members are learning about topics like constitutional rights, and the right to education. SC's Coordinator for SMC Capacity Building has reported on many occasions that communities become angry, asking why they have to pay for their children's education, while better-off people in the cities can send their children to school free of charge. SC feels there is a need.

for the sake of long-term sustainability and equity, to redefine the roles of the different stakeholders. It is becoming clear that communities are burdened by paying teachers' salaries and paying taxes with only their limited cotton revenues. We anticipate that the effects of the "cotton crisis" will be more strongly felt in 2001 when community reserves dry out. SC is in touch with the DAE to investigate alternative options, including the PISE, to tackle this delicate issue. Our DG team is working closely with the Communal Councils to better understand the situation and to try to find ways together to alleviate the burden on communities.

V. Intersectoral Synergies

Sponsorship

Save the Children has about 6,271 sponsored children in the Kolondieba region, about 3,519 of whom attend community schools (the remainder are in public schools). Sponsorship staff train community school teachers in letter writing and other aspects of communication. The community school teachers support sponsorship activities by tracking benefits to sponsored children, and by tracking the sponsored children themselves. Sponsored children in community schools are the beneficiaries of additional Save the Children activities like School Health.

School Health

The School Health Program, supported by SC private funds, has now reached its operational phase. Started in a few villages in Kolondieba, the program has now expanded to 132 community schools and 30 public schools. During 2000, 210 teachers were trained in school health policies, and nutrition. Specifically, 102 SMC members and 180 public school teachers were trained in:

- National Policy in School Health and Nutrition
- Hygiene and intestinal worms, and related diseases
- Nutritional deficiencies
- Sanitation
- Organizing Youth Clubs for Health and Hygiene
- Introducing school health education
- The role of parents, teachers, and health agents in school health

Fourteen nurses (ICPMs) were trained in diagnosing and treating dental problems and trachoma. Following this training session, a referral system was established. About 20,000 children participated in medical visits to their schools, including dental and eye exams. Cases of illnesses were treated.

The Child-to-Child approach to school health education is also being extended to five additional community schools after being piloted in three community schools last year.

Democratic Governance

The DG and Education teams are working hand in hand to improve SMCs' capacity to ensure a smooth and gradual transfer of responsibility for sustainability by integrating *Community Schools* into the communal structure. Education supervisors, animators and assistants have all been trained by the DG team in advocacy, civil rights, and management. They in turn are training the SMC members locally.

SAGE and FACETS are equally helping the education team in tackling gender issues, girls' education and female leadership. Fourteen teachers were trained by SAGE in teaching techniques supportive of girls' education.

Market Gardening

The market gardening team has supported 30 school gardens in Kolondieba. Teachers and students were trained in gardening techniques and the nutritional values of vegetables. In many cases the revenues from the gardens have been used to partially cover the recurrent cost of the school.

VI. Partnerships

The sustainability of the community schools can be achieved through dynamic partnerships among all the education stakeholders. We are working with the different partners to define roles and then encourage partners to play those roles constructively. As part of this strategy we have:

- Participated with two representatives from our partner NGOs in the MOE planning meeting in Segou,
- Participated in USAID Education planning meetings,
- Continued our ongoing collaboration with SAGE,
- Had regular meetings with the CAP/DRE to reinforce teacher training and supervision,
- Participated in the Lomé conference on community schools to present the community school model, and gain a better understanding of other models,
- Planned training sessions in advocacy to benefit SMC members,
- Recruited two coordinators to reinforce the capacity of our partner NGOs,
- Participated in all the PVO meetings,

- Encouraged SMCs to form Federations and work with the new communal structures,
- Held meetings with PRODEC and the Decentralization Mission to gain a better understanding of the changing environment, and
- Participated in the Save the Children Education Program Learning Group in Malawi to share best practices with other programs.

VII. Future Plans

Plans for January - June 2001

During the next semester, emphasis will be put on:

- Producing a phase-out plan for Community Schools that is shared with and agreed to by the communities,
- Reinforcing our classroom supervision strategies,
- Initiating and participating in PVO meetings and forums,
- Reinforcing relationship with the CAP/DRE and other local and regional MOE structures,
- Studying issues related to drop outs and girls' education,
- Preparing and conducting a life skill tests, and
- Helping students in grade six prepare for the CEP exam.

Progress on the Workplan for 2000

Tasks	Q1	Q2	Q3	Q4	Status	Outputs
Strategic Partnership						
Coordination meetings with CAP	X	X	X	X	Completed	Pedagogical visits to 21 Ecoms. and data sharing
Coordination meetings with DAE	X		X		Completed	Director of Academy visited 4 Ecoms
Coordination meetings with MOE	X		X		Completed	Participate in national debate on education quality
Coordination meetings with PVO	X	X	X	X	Completed	Developed strategies for program quality, sustainability and capacity building
Coordination meetings with NGO	X	X	X	X	Completed	Improved data collection, strategic planning, and capacity building

Tasks	Q1	Q2	Q3	Q4	Status	Outputs
Coordination meetings with SMC/Commune council	X	X	X	X	Ongoing	Integration of SMC needs into the communal development plans. SMCs need official recognition.
Presentation of end of year reports/test results				X	Completed	Semi-annual report presented to USAID. Test results shared with the CAP/DAE
Joint strategic planning meeting				X	Completed	Participated in DAE planning meeting in October
Community Mobilization						
Determine new classrooms			X		Completed	140 communities confirm the establishment of an additional classroom
Promotion of student retention	X	X	X	X	Completed	SMCs met community members to discuss strategies to improve retention
Promotion of girls' education	X	X	X	X	Completed	Some teachers were trained in teaching techniques supportive of girls. Improved girls' attendance and retention through to grade 6
Creation of cost recovery system			X	X	Completed	Grade 6 schools' SMCs purchased textbooks in French
Promotion of the creation of SMC Federations			X	X	Completed	SMCs trained in DG
Village -village exchange	X	X	X	X	Ongoing	Except SMC meetings, no exchange visits took place. Instead of organizing expensive trips, we decided to talk to SMCs about best practices in other villages
School Year starts	X				Completed	Most schools started in October and closed in May
Quality assurance						
Revision of curricula	X	X	X	X		Strengthen community centered strategy through learner-centered methodology
Introduction of "convergent" methodology	X	X	X	X	Completed	250 classes are using "convergent pedagogy"
Pedagogical	X	X	X		Completed	The pedagogical advisors from

Tasks	Q1	Q2	Q3	Q4	Status	Outputs
support from IEF						the CAP participated in the training of the assistants, they also visited a number of Ecoms
Pedagogical support from NGO	X	X	X	X	Completed	Teachers have received more support from NGO supervisors and animators. 10 visits on average
Pedagogical support from school directors		X	X		Completed	School Directors provided support to the 6 th grade teachers
Development of quality measurement strategy	X	X	X	X	Completed	6 th grade students were tested Improved assessment of students' achievement
Recruitment of teachers			X		Completed	250 new qualified teachers were recruited.
Improved teacher development strategy	X	X	X	X	Completed	SMCs discussed teacher retention strategies. The results are yet to be seen
Institutional support to CAP/DAE	X			X	Completed	We continued to support CAPs in Bougouni with motorbikes and gas to facilitate mobility in providing pedagogical support to ECOM teachers
Capacity building						
Accessing SMC level of capacity		X	X		Open	SMC members trained in DG, documenting, project development but the categorization is still left to be done
Training of SMC		X	X		Completed	Improved SMC capacity for advocacy, sustainability
Training of NGO in pedagogy				X	Completed	Improved NGO capacity to provide adequate pedagogical support to teachers
Training of trainers				X	Completed	Improved NGO capacity to train teachers. 80 supervisors and animators trained
Teacher in service training				X	Completed	Teachers are prepared to teach in French
Pre-service training for new teachers				X	Completed	250 new teachers are prepared to teach in the local language

Tasks	Q1	Q2	Q3	Q4	Status	Outputs
Training of teachers in PC				X	Completed	89 teachers were trained and are prepared to teach in the local language using learner centered and participative techniques
Refresher training for teachers		X	X		Completed	Improved teaching capacity
Audits of NGO		X	X	X	Ongoing	An internal auditor has been recruited
Training of NGO in admin/fin					Ongoing	An NGO support coordinator has been recruited in December
Training of NGO in DG strategies	X				Completed	Improved NGO capacity to facilitate SMC integration into commune structure
Material Support to Schools						
Estimation of materials needed in each school			X		Completed	Accurate estimation based on facts and the capacity of the SMC to participate more in covering operating costs
Purchase and distribution of material				X	Completed	System in place to ensure timely provision of materials
Research and evaluation						
Annual testing	X		X		Completed	6 th grade students tested in key subjects twice (Dec&Apr)
Back to school report		X			Completed	Accurate data collected and made available to SC/MOE
Midterm evaluation			X		Open	Assess impact of quality strategy: replanned for February 01
Research Projects	X	X	X	X	Completed	Study conducted on school leavers
Exchange visits to other programs	X	X	X	X	Completed	Participated in the education Program Learning Group in Malawi

ANNEXES

USAID Proposed Indicators:

IR2.1 Increased access to basic education including life skills

- Gross enrolment ratio:
 - Total: 54%
 - Boys: 57%
 - Girls: 50%
- Gross access ratio
 - Total: 80%
 - Boys: 88%
 - Girls: 72%

IR2.2 Improved quality of basic education

- 4th grade attainment rate:
 - Total: 86%
 - Boys: 93%
 - Girls: 79%
- 6th grade attainment rate
 - Total: 54%
 - Boys: 63%
 - Girls: 45%
- 6th grade achievement rate
 - Total: 20%
 - Boys: 16%
 - Girls: 4%

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

- Student/teacher ratio: 35.7:1
- Student/book ratio: 2.2:1
- Number of female teachers: 181 (13.5%)
- Number of teachers trained this year: 1332

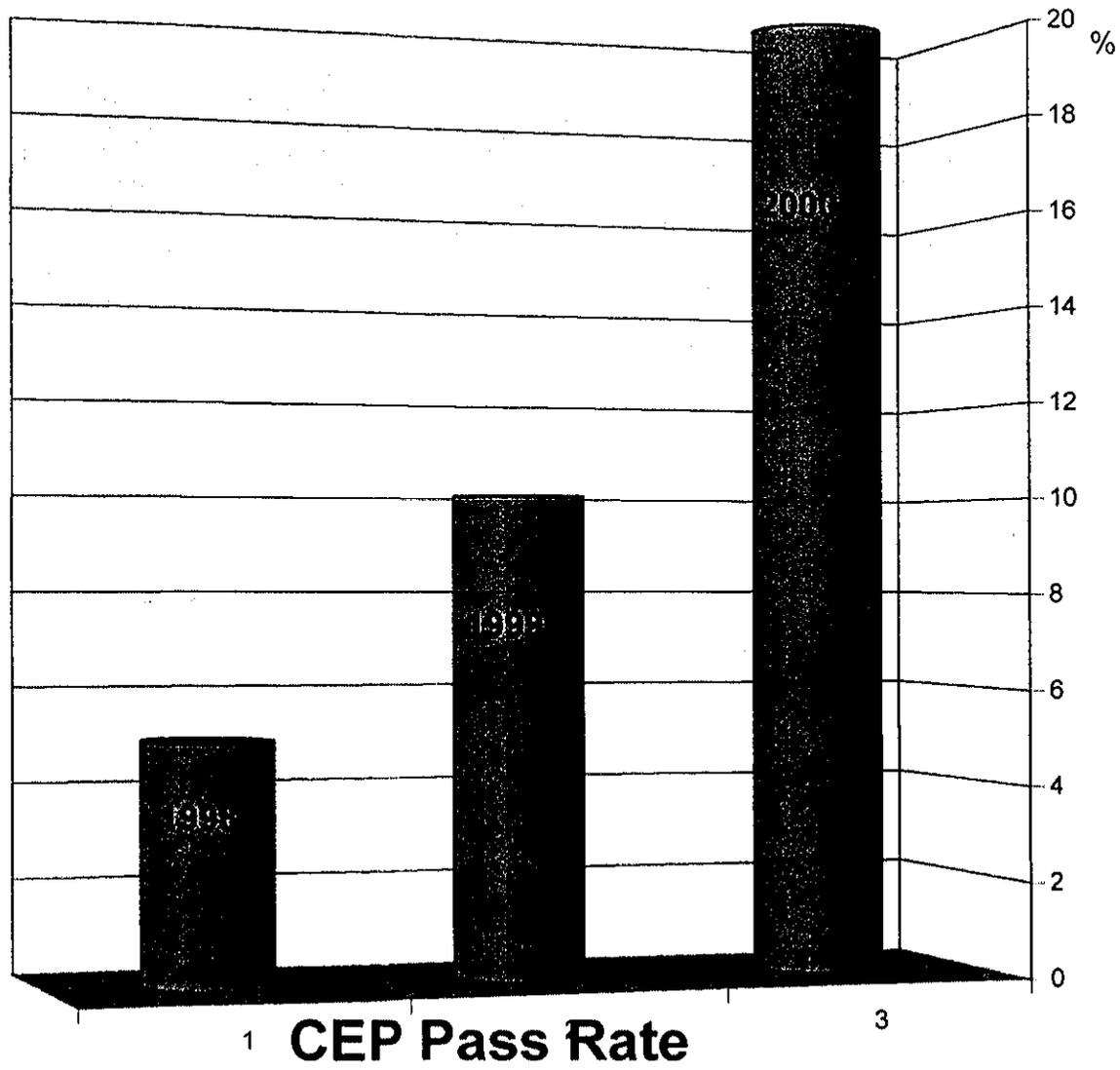
- Percentage of girls enrolled by grade:

1 st .	45.3%
2 nd .	45.0%
3 rd .	45.0%
4 th .	45.9%
5 th .	46.3%
6 th .	46.3%
Total:	41.4%

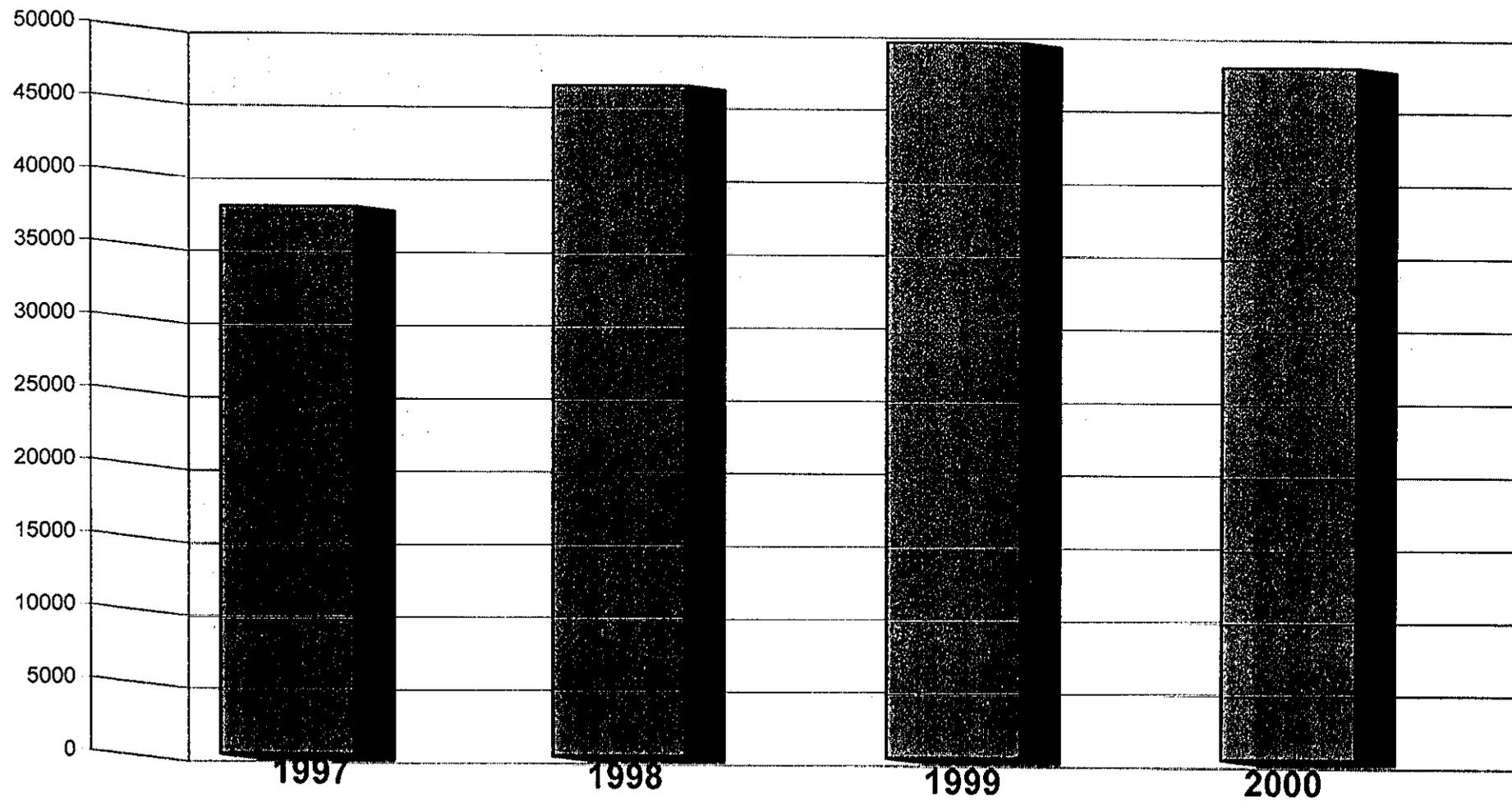
- Number of functioning schools: 782
- Number of classrooms created: 1145

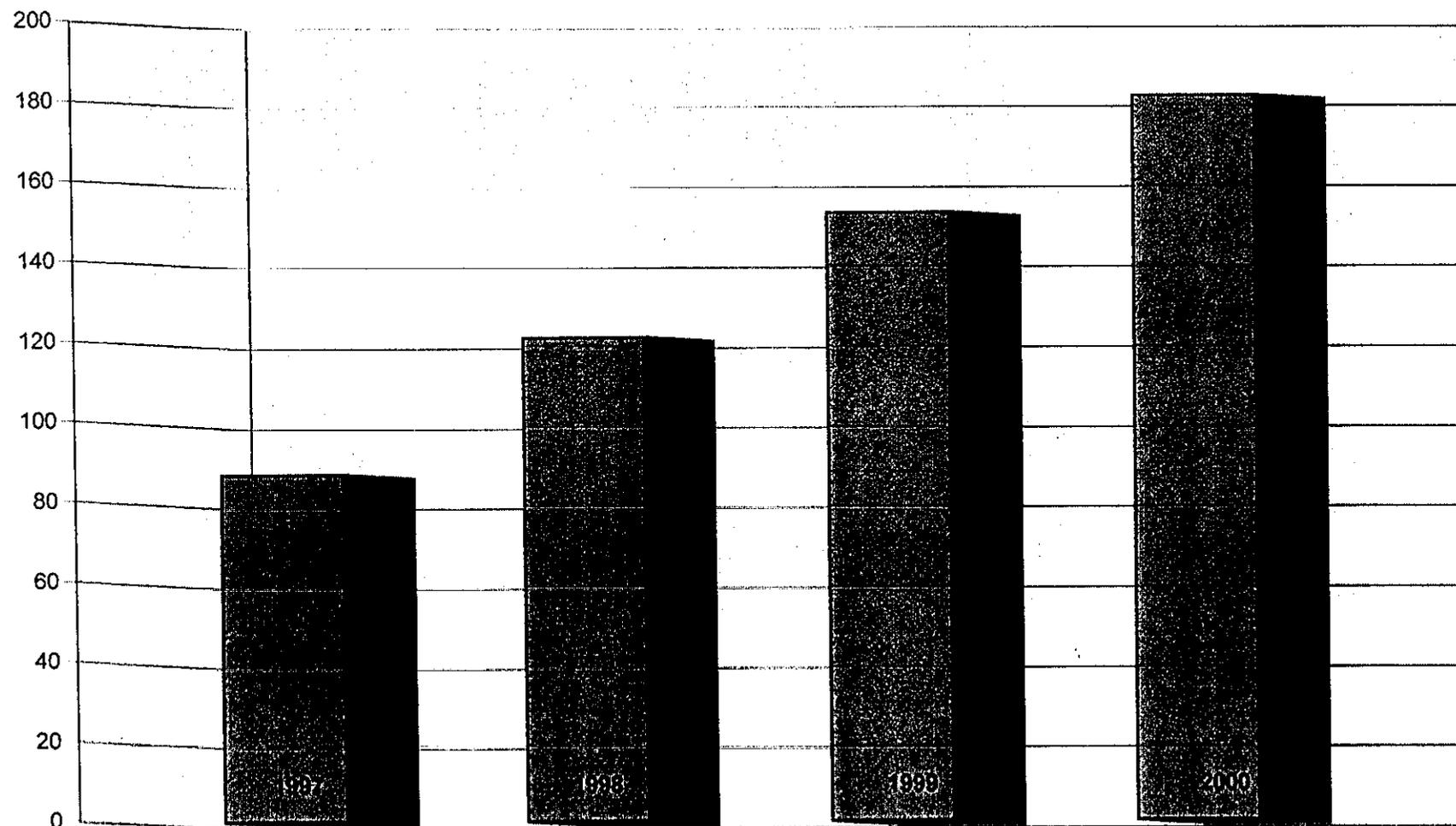
IR2.4 Improved capacity to deliver quality basic education

- Number of community schools registered at inspectorate level: 494; which represents 63%.



Student Population





Female teachers

GROUPE PIVOT/SANTÉ POPULATION

Annual Report

for the period

1 January – 31 December 2000

Save the Children

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

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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
CSAR:	Centre de Santé d'Arrondissement Revitalisé
CSCCom:	Centre de Santé Communautaire
DBC:	Distribution à Base Communautaire
DSFC:	Division Santé Familiale et Communautaire
HFA:	Health Facilities Assessment
IRA:	Infections Respiratoires Aiguës
ONG:	Organisation Non Gouvernementale
PDDSS:	Plan de Développement Socio-Sanitaire
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 CSCComs 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
*****	Source:	Mid-term evaluation

I. INTRODUCTION

Groupe Pivot/Santé Population began implementing *Reproductive Health* programs in 1994 and is known for its work advocating for the role of national NGOs in the delivery of health services as well as its influence on national policy development at the Ministry of Health. Under the current USAID funded program, Groupe Pivot oversees the implementation of 17 projects carried out by 26 NGO partners with a *Reproductive Health/Child Survival* focus targeted primarily towards youth aged 0-24 years. This program is carried out in five regions (Kayes, Koulikoro, Sikasso, Ségou, and Mopti) and the District of Bamako and ***touches an estimated population of 906,300.***

Groupe Pivot's proven capacity to innovatively and successfully mobilize grassroots efforts around various health issues, as well as its trademark of strong, collaborative teamwork between communities, NGOs, and technical services has made it a sought after partner for other US PVOs, national development agencies (Cooperation Française), international agencies (World Bank, and the World Health Organization), and Mali's own Ministry of Health. The MOH recently demonstrated its confidence in Groupe Pivot by entrusting it with the leadership of the development of a national HIV/AIDS strategy ("un Cercle/une ONG") which will mobilize more than 100 NGOs in all regions of the country.

The principal program objectives of Groupe Pivot through this *cooperative agreement* are:

- ✓ To strengthen the capacity of national health NGOs;
- ✓ To strengthen collaborative ties between national health NGOs and Malian technical services;
- ✓ To advocate at a ministerial, national, and regional level for women's reproductive health rights;
- ✓ To advocate at a ministerial, national and regional level for NGOs involvement in the planning, carrying out, monitoring and evaluation of child survival and reproductive health activities at a grassroots level; and
- ✓ To ensure a strong, competent, and secure Groupe Pivot which will sustain the above objectives after the life of this agreement.

Operational objectives for this reporting period were:

- Action steps in the transfer of responsibility and capacity building to ensure 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/improvement of 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 community health workers in IMCI; and
- Conducting a mid-term evaluation of this project.

Insofar as Groupe Pivot had control over the factors necessary to implement the above activities, all were carried out. Exceptions, such as establishing a Youth Center in Koulikoro and carrying out training on IMCI, did not happen due to a cut in this agreement's funding and the inavailability of the IMCI module.

Some highlights of this reporting period were:

- Carrying out joint supervisory visits to activities with members of the USAID Health team, Ursula Nadolny and Aida Lô;
- Organizing a Health Information Systems workshop in collaboration with USAID, JSI/PDY, and the Ministry of Health, including a debriefing session after the workshop with the Minister of Health; and
- The Minister of Health coming to Groupe Pivot to spend a morning in a relaxed discussion with NGO partners, PVO colleagues, donors, and other stakeholders.

Population Profile of GPSP Intervention Zones (2000) ^{SQU}

Targeted Population	Estimated Number
0-11 months (4%)	36,252
12-23 months (3.9%)	35,346
0-23 months (7.9%)	71,598
0-36 months (11.7%)	106,037
Women, reproductive age, 15-49 yrs (21%)	190,323
Men, "reproductive age", 15-59 yrs (21.4%)	193,948
Pregnant women (5%)	45,315
Young adults, 15-24 yrs (19.5%)	176,728
Total population of intervention zone	906,300

II. USAID Reporting Indicators: January-December 2000

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): 26,140
- b) Estimated number of children 0-11 months in population of intervention zone: 36,252

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: 21,914
- b) Estimated number of children 12-23 months in intervention zone: 35,346
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*¹

Indicator: Caretaker child health practices

- a) Number of children aged 0-36 months (see b below) with episodes of diarrhea within the past 2 weeks who received ORS at health center or home and/or home liquid: 38,173
- b) Number of children less than 3 years old who have had diarrhea in the last two weeks: 106,037
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

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

- a) Number of TT doses administered to pregnant women: 32,463
- b) Estimated number of pregnant women in intervention zone: 45,315
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

¹ The mid-term evaluation was conducted in December by Drs. Peter Winch and Lori Leonard from the graduate faculty of Johns Hopkins University, School of Hygiene and Public Health, Baltimore, MD, USA

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

- a) Number of women receiving 2 or more TT doses during pregnancy: 23,110²
- b) Estimated number of pregnant women in target area: 45,315
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

Indicator: Assisted deliveries**

- a) Number of women assisted by trained provider last delivery, CSCCom level: 33,642³
- b) Number of women assisted by trained provider last delivery, village level: 3,081
- c) Estimated total number of pregnant women in the intervention zone: 45,315
- d) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

Indicator: Couple Years of Protection (CYP) for modern methods, for women of reproductive age (15-49 years old)⁴

Number of CYP for the following modern methods:

i)	Oral contraceptives:	11,893
iii)	Condoms:	3,239
iv)	Foaming tablets:	2,700
v)	Depo/injectables:	2,714
TOTAL:		20,546 CYP

² The figure of 30,904 reported in the *Semi-Annual Report* was taken from a rapid opinion poll (verbal), while the mid-term evaluation was based on physical evidence (vaccination cards) of vaccination. Often, the women did not have access to their cards (as husbands normally keep all important papers) and, thus, were not counted as vaccinated, though many in fact were. Vaccination rates reported at CSCComs do not show a decrease.

³ The figure reported in the semi-annual report of 33,533 was from the baseline survey in December 1998.

⁴ Conversion factors:

Oral contraceptives:	15 cycles	= 1 CYP
IUDs/stérilets	1 IUD/stérilet	= 3.5 CYP
Condoms	120 condoms	= 1 CYP
Foaming tablets (spermicide)	120 tablets	= 1 CYP
Depo-Provera/injectables	4 Depo	= 1 CYP

Indicator: Couple Years of Protection for modern methods, for women of reproductive age 15-24 years old***

Number of CYP for the following modern methods:

i)	Oral contraceptives:	8,190
iii)	Condoms:	2,096
iv)	Foaming tablets:	966
v)	Depo/injectables:	776
TOTAL:		12,028 CYP

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

Indicator: Access to Child Survival Interventions:

- a) Number of persons in intervention zone within 15 km of facilities offering CS services: **589,095**
- b) Estimated total number of persons in intervention zone: **906,300*******

Indicator: Access to Family Planning Services:

- a) Number of persons in intervention zone within 15 km of facilities offering family planning services: **906,300**
- b) Estimated total number of persons in intervention zone: **906,300*******

Indicator: Access to peer educators

- a) Number of 15-24 year olds in within 15 km of peer educators offering RH information/services: **176,728**
- b) Estimated total number of 15-24 year olds in intervention zone: **176,728*******

IR - 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 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 active HWs: 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 intervention zone: 3,044

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

Indicator: Referrals of 15-24 year olds by peers educators

- a) Number of Referrals of 15-24 year olds made by peer educators: 634
- b) Total number of peer educators contacts with 15-24 year olds in intervention zone: 51,142****

IR - 1 Level: Demand: Increased knowledge, attitudes, and practices of individuals, households, and communities of minimum package of CS and RH interventions.

Indicator: Caretaker knowledge of key child health practices

- a) Number of mothers who recognize at least one (1) danger sign of dehydration: 90,131
- b) Estimated total number of mothers in intervention zone: 106,037
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

Indicator: Caretaker knowledge of key child health practices

- a) Number of mothers who recognize at least two (2) warning signs of respiratory infection: 66,803
- b) Number of mothers who recognize at least one (1) danger sign of respiratory infection: 72,847

- c) Estimated total number of mothers in intervention zone: **106,037**
- d) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

Indicator: Client knowledge of STI preventive practice

- a) Number of individuals citing at least two acceptable ways of protection from STI infection: **299,731**
- b) Estimated total target population in intervention zone for STI messages: **384,271**
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

IR - 1 Level: Capacity: Institutional capacity to improve community service delivery

Indicator: Cost recovery mechanisms

- a) Number of PVO supported facilities, which achieve 100% recurrent cost recovery: **17⁵**
- b) Number of PVO supported facilities: **46**

⁵ One of the main factors which has influenced CSCom's achieving 100% cost recovery is the turnover of key staff who have received training. Often there is also a gap between when one ICPM leaves and another arrives, during which time there are no paid-for services provided.

III. Groupe Pivot Reporting Indicators (from the Cooperative Agreement)

Impact Indicators

A. Access:

No.	End of Agreement (2002) Objectives	Base-line data	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%	66.77%		83.4%
3	80% of children <1 yr. will be completely vaccinated	34%	61.78%		77.2%
4	Maintenance of at least 80% of contraceptive delivery points (<i>Revised target per 2000 CA is 100%</i>)	***** 79%	*** 100%		100%
5	80% of women (15-49) receive 2 or more doses of tetanus toxoid during pregnancy	**** 35%	** 51.40%		64.2%

B. Quality:

No.	End of Agreement (2002) Objectives	Base-line data	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%	*** 52.9%		66.22%
2	80% of CSComs/CSAR/AR will benefit from 1 supervision visit from SSSC	79%	90.9%		113.6%
3	80% of CSCom/CSAR health agents (AS) will be able to advise mothers of undernourished children <5	15%	70.4%		88%
4	80% of CSCom/CSAR AS will be able to advise mothers of children < 5 with ARI	0%	32.8%		41%
5	80% of CSCom/CSAR AS will be able to advise re : malaria	0%	40.98%		51.2%
6	80% of CSCom/CSAR AS will be able to follow the vaccinal status of children	15%	29.8%		37.25%
7	80% of births will be assisted by a trained AS or matrone	66%	74.24%		92.8%

C. Promotion:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	95% of mothers of children <5 will know of one method of ORT	37%	84.9%		89.3%
2	80% of children <3 with recent diarrhea will receive ORT at home or at a health facility	19%	35.86%		44.8%
3	50% of children <4 mo. will be exclusively breastfed	14%	24.46%		48.9%
4	80% of families of febrile children will have sought treatment or given appropriate treatment in the first 24 hours.	20%	61.21%		76.5%
5	80% of mothers will know two danger signs of ARI	27%	62.80%		78.5%
6	Contraceptive use Prevalence Rate of 60% for Women 15-49	23%	44.3%		73.8%
7	12,667 Couple Year Protection (<i>Revised target per 2000 CA is 25,000 CYP</i>)	Source 1997 Report 3,845	20,546		82.1%
8	60% of men interviewed will have used a condom for their last sexual encounter	29%	33.89%		56.48%
9	90% of individuals >15 will know at least two methods of STD prevention. Women: Men:	71% 93%	72.66% 82.82%		80.7% 92%

D. Capacity:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	Increase to 90% of proportion of CSCom/CSAR personnel having received one or more supervisory visits by an NGO or gov't supervisor during the 3 preceding months.	79%	83.3%		92.5%
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) <i>(Revised target per 2000 CA is 100%)</i>	100%	95.9% ⁶		95.9%
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%	80%		88.8%
4	Increase to 80% of the number of NGO data reports delivered to health centers in a timely manner	*** 59%	*** 70%		93.3%
5	Increase to 75% the number of CSCom/CSAR which graphically monitor vaccination coverage of their zone and who make decisions based on a knowledge of PEV illnesses and calendar.	25%	*** 70%		93.3%
6	Increase to 60% of the number of CSCom/CSAR assuring 100% cost recovery	30%	*** 38%		63.3%

⁶ Though 100% visitation rate is planned, due to some of the DBC agents not being away from their post, only 95.9% was achieved.

Process Indicators

A. Access:

No.	Objectives	Base-line data	Mid-term evaluation	Final evaluation	% of Objective Achieved
1	5 new CSCom created, offering CS and RH services	0	7		140% ⁷
2	5 new ASACOs created	0	8		160% ⁸

B. Quality:

No.	Objectives	Baseline data	Mid-term evaluation	Final evaluation	% of Objective Achieved
1	Train 100% of the NGO coordinators in project management	0	*** 100%		100%
2	Train 100% of the NGO agents receiving sub-grants in nutrition	60	*** 97% ⁹		97%
3	Train 100% of the NGO agents receiving sub-grants in LMD	35	*** 97%		97%
4	Train 100% of the NGO agents receiving sub-grants in ARI	65	*** 97%		97%
5	Train 100% of the NGOs receiving sub-grants in ARI	35	97%		97%
6	Train 100% NGO agents receiving sub-grants (coordinators and facilitators) in IMCI	0	100%		100%
7	Train 100% of AR (2,155) in literacy	30	26% ¹⁰		26%
8	Train 100% of the AR (2,155) and peer educators (3,000) in IEC for CS and RH	0	98.6% ¹¹		98.6%
9	ToTs in peer education for 100% of NGO agents with sub grants	0	100%		100%

⁷ Two additional CSComs not foreseen when the targets were established needed to be established. Therefore actual performance represents 100%.

⁸ Three additional ASACOs not foreseen when the targets were established requested support. Again, this means that actual performance represents 100%.

⁹ Though everyone was trained, a small number have left their positions. There will be another training session in March to attain 100%.

¹⁰ Some of the community health workers were replaced and not yet trained.

¹¹ Due to slight attrition of Village Health Workers and peer educators.

C. Promotion:

No.	Objectives	Base-line data	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	*** 221,813		61.66%
2	Quantity of contraceptive products sold : Pills : Condoms : Spermicides : Depo/Injectibles :	Source : 1997 Report 51,161 41,065 60,946	*** 103,401 100,732 83,989 6,856		
3	175,282 women will have participated in IEC sessions organized by A-ONG/AR about RH and CS	*** 86,654	*** 322,871 ¹²		184%

D. Capacity:

No.	Objectives	Base-line data	Mid-term evaluation	Final evaluation	% of Objective Achieved
1	13 literate ASACO management committees including at least one woman	0	26 ¹³		200%
2	At least one meeting quarterly between the SSS and FELASCOM	5%	70%		70%
3	100% of the CCom/CSAR management committees making decisions based on their annual workplan	15%	70.7%		70.7%

¹² The target was based on the 1997 population and didn't take into account, population growth.

¹³ The target was conservatively very underestimated. The results are of 41 ASACOs.

IV. Narrative

Successes

The successes noted below are given as examples of what we feel sets Groupe Pivot apart. They represent positive results of 'process' strategies which are the pillars of the work of this program:

- ✧ The twenty-six NGOs implementing this project 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 "stratégie avancée", as well as leadership and management training. Each NGO has established a protocol of collaboration with each of the ASACOs and CSComs. In addition, NGOs provide frequent mentoring to the ICPMs regarding the importance of counseling and transmitting key health messages to the beneficiaries of their services. There is also constant dialogue with the providers on how they are doing with regards to every indicator.

The mid-term evaluation showed dramatic improvement (from the baseline) in areas which are directly related to the work of the NGOs with the ASACOs and the CSComs such as the recognition and appropriate treatment of malaria and diarrhea, vaccinations, etc.

- ✧ This project has achieved unexpectedly high results in modern contraceptive use. We feel that there are four key elements of this success:
 1. Having community health workers who are well-known and respected and who, for the most part, are the same ones who started this activity in the communities;
 2. Always having an adequate supply of contraceptives;
 3. Having appropriate and effective BCC materials; and
 4. The close collaboration of peer educators and community health workers which has maximally used the potential of peer education as a behavior change strategy.
- ✧ Though at an individual community/NGO level, we feel that the following case also merits note as a 'success' during this past year.

In the town of Banamba, at the request of the students for activities in addition to the existing RH/CS activities, the NGO Donko presented gender neutral nutrition lessons, with an emphasis not only on good nutrition using locally available resources, but also on promoting

collaboration between boys and girls in the planning and preparation of meals.

- ✧ Reflecting the Minister of Health's respect for Groupe Pivolet as well as her appreciation for the results and the potential of national NGOs in the delivery of health services, she made herself available for a full morning of informal discussion with NGOs, PVOs, and national development agencies (USAID, Cooperation Française).

In addition to the positive motivational effects of this morning for all involved (include the Minister herself), it resulted in the development of a working framework where GP/SP and its NGO members are considered equal partners with the Ministry of Health. This framework will serve as a base for the creation of contractual links between NGOs and health services.

- ✧ Reflecting the advocacy role which GP/SP plays in the establishment of national health policy, the GP/SP Executive Director was requested to testify in Parliament about the MOH proposed bill to establish a Child Survival Research, Documentation, and Referral Center. This was the first time that an outside (representing civil society) viewpoint had been solicited on such an issue. It represents both an interest in strengthening dialogue between Parliament and those represented, as well as recognition of the value given to GP/SP's perspective.

Meriting Ongoing Attention

Though we feel that much has been accomplished during this reporting period, there are, nonetheless, three ongoing issues which we feel need special attention:

1. Vaccines: Though it seems that vaccine supplies are now consistently available, we note a problem, particularly for women, in not being able to be vaccinated due to CSCOM vaccination days being scheduled only once or twice a week in order to avoid wastage of vaccine. Women who come from a distance and are turned away as a result, are likely not to make it back during an appropriate time period.
2. Contraceptives: There continues to be a need to improve the stock management system so that village health workers can be provisioned as needed.
3. Peer Educators: At present peer educators volunteer their time. Though they make a small profit off the sale of condoms, many need to seek more gainful employment—often outside of the districts where they have lived and done peer education work. Ensuring that there are not gaps in the provision of activities or services and/or enabling peer educators to earn more locally are areas which merit ongoing reflection.
4. Turnover of personnel who have been specially trained continues to pose significant problems for ASACOs and the populations served by those CSCOMs.

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 (CSCoM, CSAR, or SSS) in its intervention area.

- 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 and plans were discussed Yes

Coordinators, community health workers, 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 community health workers also participate in monthly ICPM coordination meetings with the SSSC, in the development of *Action Plans* and in training events. They do joint supervision visits in their project zones and participate in CROCEP as appropriate.

GP/SP is involved in all of the MOH activities and is a member of the different bodies of PRODESS.

GP/SP is actively involved in all the fora initiated by the MOH in and outside of the country.

- d) Participated in a Regional Meeting on community participation
- e) Participated in a workshop on integrating NGO data in the National HIS with PDY and USAID (Some examples of integrating NGO data in the local HIS were presented. Afterwards they were shared with the Minister of Health.)
- f) Participated in a workshop about the organization of obstetrical reference strategies in the Ouelessebouyou area
- g) Participated in the development of PNLIS Mid-Term Program 3

- h) Participated in the National Committee for Orientation, Coordination, and Evaluation of PDDSS and PRODESS
- i) Participated in informal meetings of donors
- j) The Executive Director met frequently with the Minister of Health as part of the normal collaboration between GP/SP and MOH

VI. Future Plans: CY 2001

- Continue action steps in the transfer of authority in hiring, payroll, and procurement as well as ongoing capacity development to ensure a solid base for sustainability after the life of this agreement
- Ongoing dissemination of reproductive health policies, norms, and procedures at the grassroots level
- A Health Day/Fair presided over by the Minister of Health
- Refresher training of NGO staff in *Child Survival*
- Support NGOs for the refresher training of community health workers/peer educators in BCC (Behavior Change Communication) in *Reproductive Health and Child Survival*
- Organize an advocacy day on *Safe Motherhood* in collaboration with the Ministry of the Promotion of the Family, the Child, and Women and (potentially) with international organizations such as *The White Ribbon Alliance*
- Organize an *Adolescents and Reproductive Health* week together with other PVO partners (CEDPA, JSI/PDY, etc.)
- Support the strengthening of NGO collaboration with rural radios

ANNEX 1

Additional Activities – Year 2000

Annex 1:

Additional Activities

In addition to those activities highlighted in the introduction, GP/SP implemented the following activities according to the main program objectives of access, quality, promotion, and capacity:

Access

- Assuring a regular supply of contraceptive products to NGOs
- Follow-up of the supply of DONKO, AID/Mali and other NGOs from the District Dispatching Outlets (Depots Repartiteurs des Cercles)

Quality

1. GP/SP Organized Training

- Workshop on HIV and Development in collaboration with USAID 8-10 March 2000
- A mini-workshop for Coordinators on HIS, April 5, 2000 including: HIS program set up, sharing of HIS experiences, and *Annual Review* feedback
- Mid-term evaluation in November 2000, led by Drs. Peter Winch and Lori Leonard of Johns Hopkins University School of Public Health
- Regional Workshop on the *Contractual Involvement of NGOs in the Delivery of Health Services* (together with the MOH and the World Bank) – June 12-15, 2000
- National conference of Peer Educators

2. Participation at Meetings/Trainings Organized by Partners

The *HIS and Operations Research Coordinator* participated in the following meetings/trainings during 2000 :

- Indicators Review of USAID, January 3, 2000
- Workshop organized by the Research Network on Social Policies of Central and West Africa, January 13, 2000. (Réseau de Recherche sur les Politiques Sociales de l'Afrique de l'Ouest et du Centre)
- Operations Research workshop organized by JSI/PDY 3-4 February
- Workshop on establishing a framework for organizing reference/evaluation in Ouelessebouyou area. The Social-Health Team of Kati organized this workshop, 15-16 February 2000
- Nutrition workshop organized by the Institut du Sahel in collaboration with the MOH, 29 February

- Planning workshop on Qualitative Research in Child Survival Programs in the Koulikoro region. Organized by HKI 4 March
- Peer Educator Curriculum Development workshop 20-30 March
- Workshop on the integration of NGO data in the national HIS system, organized by USAID 10 May

The *Health Advisor* participated in the following meetings/trainings during 2000:

- Seminar organized by Mali-based German Development Organization (DED), 27-28 March 2000. The theme of this workshop was "Demographic Evaluation, Family Planning, and Gender". Attending this workshop were personnel from DED/Mali, DNSP, CERPOD, Africare, and GP/SP.
- Youth, Sport, and Health Promotion meeting to establish a coordinating structure (at a national and regional level) and practical measures for the launching of the project-- organized by the Ministry of Youth and Sport, May 4
- National workshop organized 17-18 May by ASDAP and the Ministry of the Promotion of Women. The workshop addressed the dissemination of the preliminary results of the "Muslim Women and Development" project.
- A workshop on Dissemination of Policies, Norms, and Procedures (PNP) for NGOs, and associations working in reproductive health 1-2 November -
- Organized by the Division of Family and Community Health (DSFC)
- CROCEP of the Bamako District, 12-14 December
- Workshop for the synchronization of CBD training modules organized jointly by the Population Council and the DSFC in 18-22 December

The *Communications and Behavior Change Coordinator* participated in the following meetings/trainings during 2000 :

- "Power Point" presentation techniques for advocacy 5 – 8 April, 2000
- Meeting at PDY on testing the Peer Educator Training Curriculum 20 April
- Workshop on the national program of the « Fight against Child Labor »
The workshop included a debriefing of the results of the *National Survey on Child Trafficking*, and selection of new activities, 27-28 April
- Workshop for the development of the Peer Educator Training Program in Koulikoro, 19-30 June
- Training in "Andragogy", and management techniques
- Conference on AIDS together with Peace Corps at the ASDAP Center (CENA) 1 December

The *Technical Coordinator* participated in the following meetings/trainings during 2000 :

- English language training in Accra, Ghana from 1 August to 15 September

- Meeting of ECOWAS Nutritional Focal Points in Bamako 25-29 September
- Support workshop at UNAIDS about the implementation of local response to HIV/AIDS in Mali, 13-16 November

The *Executive Director* participated in the following meetings/trainings during 2000:

- Several gatherings, supervisions and workshops with USAID
- Meeting with the President of AMAS about psycho-social practicalities for people living with HIV
- Meeting with JSI/PDY on possible ways of collaboration in the development of a *Life Skills* manual
- Debriefing workshop of the results of the STIs/HIV/AIDS behavior surveys carried out by CDC
- Frequent meetings with the Minister of Health
- Regular meetings with UNFPA, UNAIDS
- Policy Project invited the Executive Director of GP/SP to participate in a workshop entitled: "*Participatory Approaches Make a Difference*". The workshop was held in Washington DC, 15-18 May
- The Executive Director of GP/SP was invited by the World Bank to participate in a workshop organized in Dakar by the World Health Organization on *Contracting Decentralized Health Services*, 19-22 June 2000

3. Evaluation/Supervision

- Organization of a trip to document GP/SP work by *NGO Networks for Health* to ASDAP Bla, Baara Nyuman, Jigi, AMPRODE Teninkou, AEC Dioila, 10-14 April 2000
- Organization of supervision visits of activities in the project areas of the following NGOs:
 - ✓ *First quarter*: DONKO, DJEKAFO, ASDAP (Bla and Fana)
 - ✓ *Second quarter*: APPF, AMPRODE, Consortium le Sahel, SODAC, SAD, ACD/GIAD, AES/SOS Monde Rural, JIGI, AMAPROS
 - ✓ *Third quarter*: ASDAP (Kati and Koulikoro), AID/Mali, Solidarité – Sida/ADICO
 - ✓ *Fourth quarter*: All the projects except AMAPROS

A debriefing meeting with project staff followed all the supervision visits. These visits allow the GP/SP staff to see the work done by NGOs, to provide support, and to ensure they are reaching their objectives.

- Signing of a *Protocol d'Accord* with Plan International for the supervision of its northern partner NGOs
- Organization of field visits to prepare for the mid-term evaluation

- Supervision of the mid-term evaluation by the *Technical Coordinator* (Dioila area) and the *HIS/OR Coordinator* (Mopti, Niono, and Saro areas)
- Mid-term evaluation of the program

Promotion

- Distribution of the following materials to NGO peer educators and community health workers (relays):
 - Bags for community health workers/peer educators
 - Posters on Reproductive Health
 - Pagnes (cloth) printed with the GP/SP Logo, and RH/CS messages
 - Video/audio tapes on RH/CS and on the management of communes
- Organization of entertainment for the promotion of blood donations at the Sebenikoro CSCom April 12, 2000 in collaboration with the NGO JIGI. This ceremony, which was presided over by the Médecin-Chef of Commune IV, was an opportunity to inform more people through traditional channels of communication about STI/AIDS and the importance of HIV/AIDS testing. We would like to officially acknowledge the great work the NGO animators, peer educators, and community health workers did in the field of HIV/AIDS awareness in their project intervention areas. It was thanks to this work that there was massive participation and testing for HIV.
- Organization of four theater performances of the SEWA troupe on STIs/AIDS in the intervention areas of the following NGOs:
 - JIGI (Sebenikoro)
 - Baara Nyuman (Magnambugu)
 - Djekafo (Djalakorodji)
 - Solidarité – Sida/Adico (Fadjiguila)
- Sponsorship of the activities of March 8 of the Malian Association for the Protection and Promotion of the Child and the Adolescent in the Sahel (AMAPROS)
- Broadcasting RH messages for three weeks on the national ORTM radio station during the African Cup of Nations soccer games (2000)
- Publication of issue numbers 19, 20, 21 of *KENEYA INFO newsletter*
- Organization of a Conference/Press Luncheon with private radio station journalists and youth on the *Youth Reproductive Health Profile* 21 July
- Work session between the GP/SP Executive Director and Danielle Grant of POLICY on the following jointly conducted activities :
 - Production of "Youth Profile"
 - Production of the brochure on the « Documentary Review on Adolescent Reproductive Health »
- Participation of the Executive Director in a Press Conference in collaboration with the Coordinator of the PNLs on HIV/AIDS at the French Cultural Center as part of the NGO EUREKA's activities

- Participation of the *Coordinator of Behavior Change and Communication* in several meetings of the *2000 National Vaccination Days* steering committee, and in the trip to Kayes of the JNV Pilot Committee program launching in Kayes 19-22 October
- Participation of the *Coordinator of Behavior Change and Communication* in the Jury that selected the best HIV/AIDS radio messages, an event which was organized by the PNLs in collaboration with Peace Corps, 27-30 November
- Organization of four days of radio broadcast sessions on AIDS with Radio Guintan, a radio for women

Capacity

1. Participation in meetings with different partners

- Meeting of the Orientation Committee of the Coordination and Evaluation of the Health and Social Development Program
- Participation of the staff in many meetings organized by the Ministry of Health and other partners
- Collaboration with Peace Corps in the *Fight Against HIV/AIDS*
- National Program of Fight against River Blindness: Ways of collaboration and possible roles of NGOs in the prevention of trachoma
- The World Bank: regular quarterly meeting
- The representative of the group of the French NGOs on advancing collaboration between French and Malian NGOs (French Cooperation)
- The official representative of the Ministry of Health on practical models for re-energizing NGOs' actions related to PRODESS
- PDY: in order to better define the place and the role of NGOs in the implementation of the PDY program
- CEDPA: regarding the implementation of the peer educators' project
- SNV: exchange on image-boxes on reproductive health which they developed
- Danaya So: brainstorming ways of collaboration in the fight against AIDS particularly in brothels
- FENASCOM: to develop a more sustained partnership protocol in order to reinforce the actions of civil society in Mali
- Holding of the Annual Review of the Integrated Youth Program 6-7 March
- Monthly staff meetings
- Organization of a public forum facilitated by Dr. Minkaila Maiga, head of the Laboratory and the Division of Pharmacy about the *Master Plan for the Supply of Essential Drugs*, and the expected role of NGOs
- Organization of a meeting of NGOs with the Minister of Health at the GP/SP headquarters
- Organization of a work session with SC's Women's Leadership Council which visited Mali 10 November

2. Participation in Fora Abroad

- Participation of the *HIS/OR Coordinator* in the Regional Workshop on Community Participation in the Fight against HIV/AIDS which was held in Tanzania 12-16 June
- Participation of the *Technical Coordinator* in the 13th International Conference on AIDS, in Durban, 9-14 July
- Participation of *HIS/OR Coordinator* in the conference "America African Institute ATLAS" on leadership in the face of the HIV/AIDS challenge in Lusaka, Zambia 21-25 August
- Participation of the *Technical Coordinator* in SC's Program Learning Group (PLG) on HIV/AIDS in Kampala, Uganda 16-20 October
- Participation of the *HIS/OR Coordinator* in the CESAG training: *Monitoring/Evaluation of Health District Programs* in Dakar 9-28 October
- Participation of the *Technical Coordinator*, the *Administration Officer*, and the *Assistant to the Executive Director* in the English language training in Accra, Ghana 1 August to 15 September
- Participation of the *HIS/OR Coordinator* in a workshop on *Research Methodologies in Reproductive Health* in Dakar, 20-24 November
- Participation of the *Executive Director* in the meeting of the Sahelian Societies, and the 2nd meeting of Sahelian Population NGOs in Banjul. This participation was funded by the CILSS (Sahel Inter-State Drought Control)
- Participation of the *Coordinator of the Communication/Behavior Change* section in the IEC/Nutrition Workshop organized in Niamey by HKI, 10-19 December

SIKASSO HEALTH

Annual Report

for the period

1 January – 31 December 2000

Save the Children

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

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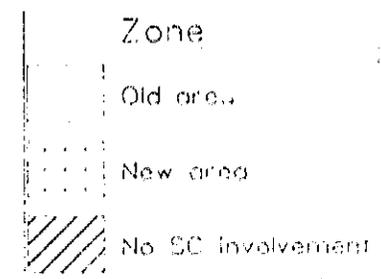
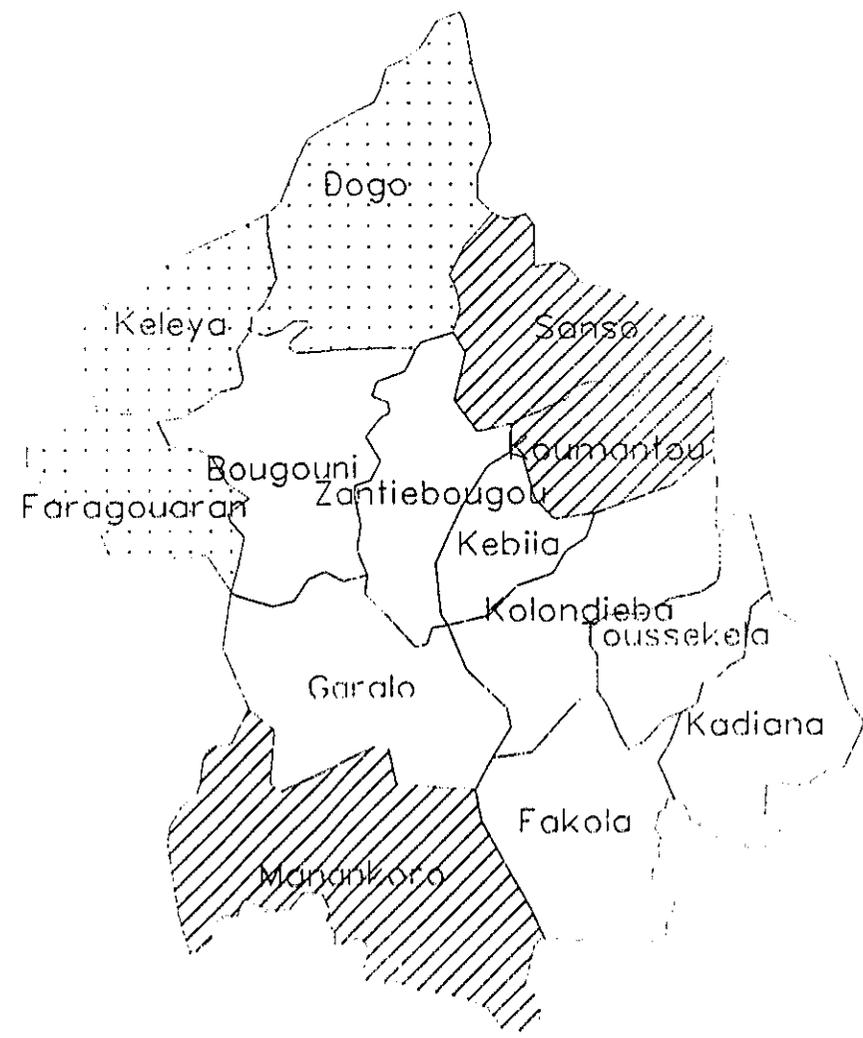
LIST OF ACRONYMS

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
CSP	Couple Semester Protection
CVS	Comité Villageois de Santé
CYP	Couple Year Protection
DRSP	Direction Nationale de Santé Publique
FE	Final Evaluation
FELASCOM	Federation Locale des ASACOs
FENASCOM	Federation Nationale des ASACOs
FP	Family Planning
ICPM	Infirmier Chef de Poste Medicale
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
VHC	Village Health Committees

SIKASSO HEALTH PROGRAM WORK AREA

CERCLE OF BOUGOUNI AND KOLONDIÉBA



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 1987. 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, and in 1995 when two additional "arrondissements" of Bougouni (Sido and Garalo) joined with the *Child Survival XI (CS XI)* project.

CS XI targeted eight "Aires de Santé" focussing interventions in five areas: vaccinations, nutrition/Vitamin A, malaria, diarrhea, and mother/child health. A number of promising innovations were piloted through this project which included village pharmaceutical "banks", empowering Village Health committees through the establishment of their own health data collection system, and introducing *Positive Deviance* as an easy to use method to improve the nutritional status of young children.

With the success of CS XI in the districts of Garalo, Sido, and the city of Bougouni, neighboring communities of Kéléya, Dogo, and Faragouaran asked to be included in Save the Children's health activities. It was thus that seven *health areas* from these communities were targeted as the "new zone" for the Sikasso Health program. The **total population** of this new zone, which has been the focus of activity during this reporting period, **is estimated to be 69,385.**

Covered within the seven *health areas* are 117 villages as noted below:

1. Faragouaran	16 villages with a functional CSCom
2. Torakoro	11 villages with a functional CSCom
3. Méridiéla	20 villages with a functional CSCom
4. Kéléya	18 villages with a functional CSCom
5. Toba	20 villages without a CSCom
6. Diban	15 villages without a CSCom
7. Ouroun	17 villages without a CSCom

In these 117 villages, Santé Sikasso has established 133 *Village Health Committees* involving 1,178 committee members of whom 607 (51%) are women. Joint strategies with the *Service Socio-Sanitaire* were put in place so that all of these health areas would have access to health services. This was accomplished

through the assignment of nurses working through the "strategie avancée" in non-functional *health areas* (areas without a CSCom).

In addition to activities funded through this grant, the following important related activities occurred during this reporting period:

- ▲ A baseline study for the Columbia University supported *Safe Motherhood* project;
- ▲ The development of a research protocol with Johns Hopkins University on anti-microbial resistance, which will study the administration of medicine to children through CSComs and village run pharmaceutical banks; and
- ▲ The organization of a workshop on *Positive Deviance* (in nutrition) in Bamako, bringing concerned professionals together from West Africa, the U.S., and Myanmar (supported jointly by Save the Children and BASICS).

Population Profile of the Sikasso Health Program Zone

Target Population (Total Population of Target Zone = 69,385)	Estimated Number
0-11 months (4%)	2,775
12-23 months (3.9%)	2,706
0-23 months (7.9%)	5,481
0-36 months (11.7%)	8,118
Women of reproductive age 15-49 years (21%)	14,571
Men of reproductive age 15-59 years (21.4%)	14,848
Pregnant women (5%)	3,469
Young adults 15-24 years (19.5%)	13,530

Program Objectives

The *Sikasso Health* program assists USAID in achieving its *Strategic Objective #1: Improved Social and Economic Behaviors Among Youth* through Intermediate Results of :

1. Improved Child Survival Services
2. Improved Reproductive Health Services

Combining intermediate results, our operational objectives include :

- * Increased access to child survival and reproductive health services
- * Improved quality of child survival and reproductive health services
- * Increased demand by populations served for health services
- * Strengthened capacity of communities and partners to ensure sustainability of activities

Key Elements of the Save the Children Strategy

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

- ✓ ***Beginning at the base with village 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 Malian health structure.
- ✓ ***Strengthening the competencies of the ICPMs*** 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 joint problem solving.
- ✓ ***Maintaining a collaborative network*** of relationships nationally with other PVOs, and recognizing and encouraging possibilities for synergistic programming.

II. USAID Reporting Indicators : January- December 2000

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) = 1322
- b) Estimated number of children 0-11 months in population of intervention zone = 2775

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 : 1350
- b) Estimated number of Children 12-23 months intervention zone : 2706
- c) Name of last survey : *Routine Data Collection* Date conducted : 31-12/00

Indicator: Caretaker child health practices

- a) Number of Children aged 0-36 months (see b below) with episodes of diarrhea within the past 2 weeks who received ORS at health center or home and/or home liquid : 17
- b) Number of Children less than 3 years old who have had diarrhea in the last two weeks 71
- c) Name of last survey : *semi-annual* Date conducted : 6/00

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

- a) Number of TT doses administered to pregnant women : 3385
- b) Estimated number of pregnant women in the target population 3469
- c) Name of last survey : *Routine Data Collection* Date conducted : 31-12/00

Indicator: Prenatal Care: Immunization coverage (2+ tetanus toxoid/TT) during pregnancy

- a) Number of women receiving 2 or more TT doses during pregnancy : **624**
- b) Estimated number of pregnant women in target area : **3469**
- c) Name of last survey : *Routine Data Collection* Date conducted : 31-12/00

Indicator: Assisted deliveries

- a) Number of women assisted by trained provider last delivery, CScCom level : **616**
- b) Number of women assisted by trained provider last delivery, village level : **537**
- c) Estimated total number of pregnant women in the intervention zone : **3469**
- d) Name of last survey : *Routine Data Collection* Date conducted 31-12/00

Indicator: Couple Years of Protection for modern methods. Women of reproductive age (15 - 49 years old)¹

Number of CYP for the following modern methods :

i) Oral contraceptives	62
iii) Condoms	24
iv) Foaming tablets ²	45
v) Depo/injectables	42
TOTAL :	173 CYP

¹ Conversion factors :

Oral contraceptives :	15 cycles	= 1 CYP
IUDs/stérilets	1 IUD/stérilet	= 3.5 CYP
Condoms	120 condoms	= 1 CYP
Foaming tablets (spermicide)	120 tablets	= 1 CYP
Depo-Provera/injectables	4 Depo	= 1 CYP

² Spermicides were not promoted during the past 6 months due to their prohibitively high cost (Thus the figure is the same as was reported in the *Semi-Annual Report* (which was based on semi-annual conversion)). A less expensive source through GPSP has been found and DBC agents will resume promoting spermicide tablets

Indicator: Couple Years of Protection for modern methods. Women of reproductive age (15 – 24 years old)

Number of CYP for the following modern methods :

i) Oral contraceptives	4
iii) Condoms	3
iv) Foaming tablets	2
v) Depo/injectables	1
TOTAL :	10 CYP

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

Indicator: Access to Child Survival Interventions : (Children <3 years are weighed in each of 117 villages)

- a) Number of persons in intervention zone within 15 kilometers of facilities offering CS services: **69,385**
- b) Estimated total number persons in intervention zone : **69,385**

Indicator: Access to Family Planning Services: (In each of the 117 villages there are two FPA.)

- a) Number of persons in intervention zone within 15 kilometers of facilities offering family planning services : **69,385**
- b) Estimated total number persons in intervention zone : **69,385**

Indicator: Access to peer educators

- a) Number of 15-24 years olds in intervention zone within 15 km of peer educators offering RH information/services **11,058**
- b) Estimated total number of 15-24 year olds in intervention zone **13,530**

IR – 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 services providers HWs (health workers) trained in the Integrated Management of Childhood Illnesses (IMCI)

- a) Number of HWs trained in IMCI 1¹
- b) Total number of active HWs: 40

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

- a) Number of facilities/sites which had one or more visits by their supervisors in the past 3 months 636²
- b) Number of facilities/sites in intervention zone: 638

Indicator: Referrals of 15-24 year olds by peer educators

- a) Number of referrals of 15-24 year olds made by peer educators 244³
- b) Total number of peer educator contacts with 15-24 year olds in intervention zone 1504

IR –1 Level: Demand: Increased knowledge, attitudes, and practices of individuals, households, and communities of minimum package of CS and RH interventions.

Indicator: Caretaker knowledge of key child health practices

- a) Number of mothers who recognize at least one(1) danger sign of dehydration : 8,743
- b) Estimated total number of mothers in intervention zone : 14,571

¹ Dr. Koné, the Bougouni medecin-chef has been trained as trainer at the Sikasso regional level.

² Méridièla and Kéléya didn't have supervisory visits because the ICPM in Kéléya died and because the ICPM in Méridièla was asked to leave due to misuse/abuse of CSCOM resources.

³ The figure noted in the *Semi-Annual Report* was considered unrealistically high and prompted a refresher training on what is meant by a 'referral'. The figure noted above is considered the accurate figure for referrals during this past calendar year.

c) Name of last survey: *Semi-Annual* Date conducted : 6/00

Indicator: Caretaker knowledge of key child health practices

- a) Number of mothers who recognize at least two(2) warning signs of respiratory infection: 6,115
- b) Number of mothers who recognize at least one danger sign of respiratory infection : 10,952
- c) Estimated total number of mothers in intervention zone : 14,571
- d) Name of last survey: *Semi-Annual* Date conducted : 6/00

Indicator: Client knowledge of STI preventive practice

- a) Number of individuals citing at least two acceptable ways of protection from STI infection: 19,122¹
- b) Estimated total target population in intervention zone for STI messages : 29,419
- c) Name of last survey : *Semi-annual* Date conducted : 6/00

IR-1 Level: Capacity: Institutional capacity to improve community service delivery

Indicator: Cost recovery mechanisms

- a) Number of PVO supported facilities which achieve 100% recurrent cost recovery : 3²
- b) Number of PVO supported facilities : 4

¹ N.b., in the semi-annual report, the total target population was used erroneously as the denominator. The study results showed 65% of the population knowing 2 acceptable ways of protection from STIs. This report reflects the population aged 15-49 as a denominator.

² The CSCom of Mèridièla has had difficulties with their nurse who, through the provision of paid for services, enables the CSCom to recover costs.

III. Indicators and Targets

Indicator	Baseline	CY 2000 Achievement	Target CY 2000	% Attained 12/ 2000
ACCESS-IMPACT				
% of population within 15km of a fixed health facility, CBD or community agent/site offering CS services	34%	100% (each of 117 villages has 2 FPAs, + 1or 2 TBAs)	50%	100%
% of population within 15km of a fixed health facility, CBD or community agent/site offering RH services	34%	100% (each of 117 villages have 2 FPAs, 1or 2 TBAs, +48 peer educators)	50%	100%
ACCESS- PROCESS				
# of new CSComs created offering CS/RH services	3	4	4	100%
# of new ASACOs created	4	6	6	100%
# of village pharmacies created ¹	0	80	45	177%
QUALITY - IMPACT				
# of community health personnel trained in IMCI	0	1 ²	40	2.5%
a) # of CHAs correctly assessing and treating children under 5 with presumptive malaria and counseling their caretakers	0	17(data submitted every two years)	8 ³	212%
b) # of CHAs correctly assessing and treating children under 5 with diarrhea and counseling their caretakers	0	17(data submitted every two years)	8	212%
c) # of CHAs correctly assessing and treating children under 5 with pneumonia and counseling their caretakers	0	17(data submitted every two years)	8	212%
d) # of CHAs correctly assessing and treating children under 5 who are malnourished and	0	17(data submitted every two years)	8	212%

¹ it was decided to put all pharmaceutical banks in place at the beginning of the project, given the support they provide the community and, given the opportunities for teaching and learning from their management.

² The médecin-chef was trained.

³ The targets for the Sikasso Health Program were conservatively established before the baseline was done. As noted in the Continuation Application, given the results seen so far, many targets have consequently been re-adjusted.

Indicator	Baseline	CY 2000 Achievement	Target CY 2000	% Attained 12/ 2000
counseling their caretakers				
% of births assisted by a trained health attendant	34%	90.6%	30%	187.6%
# of CSComs offering CS interventions according to international and national standards	3	4	4	100%
QUALITY - PROCESS				
# of village health committee members trained in emphasis behaviors for CS and danger signs	0	272	200	136%
# of community health agents (CHAs) trained in CS and clean delivery	0	154 ¹	150	102%
# of ASACOs trained in and using information management for decision-making	0	4	4	100%
# of TBAs trained in clean delivery	0	150	150	100%
# of AVNs trained in nutrition and breast-feeding	0	236	200	118%
# of supervisory visits to community-based distribution points by CSCom personnel	0	130	525	25% ²
PROMOTION - IMPACT				
% of Children aged 12-23 months vaccinated for measles by age 12 months ³	20.2%	50%	30%	166%
% of Children 12 to 23 months who are fully vaccinated before their first birthday	4.8%	50%	30%	166%
% of women who received at least 2 doses of tetanus toxoid (TT) during pregnancy	31.7%	18%	40%	44.9% ⁴
Contraceptive Prevalence Rate (CPR) for men/women of reproductive age (15-24)	2.2%	2.2%	10%	22% ⁵

¹ Four « matrones » also attended this training.

² Though not a routine activity, ICPMs are strongly encouraged to make supervisory agents to the CBD agents. Efforts are made to help them incorporate these visits within their normal « strategie avancée » activities. It should also be noted that the CSComs of Kéléya and Méridièla serve more than 50 CBD agents. The absence of ICPMs in these two CSComs has also had a dramatic effect on this indicator.

³ The problem with vaccine stockouts was resolved and through many extra efforts including the provision of 7 motos + gas to the ICPMs we were able to achieve these very encouraging results

⁴ We are perplexed about these results, given the positive children's vaccination figures, and have already held a meeting with all of the ICPMs and SSS staff to mobilize a campaign to ensure that women have access to and receive TT inoculations

⁵ Please refer to the discussion of this indicator in « Ongoing Challenges » p. 16

Indicator	Baseline	CY 2000 Achievement	Target CY 2000	% Attained 12/ 2000
% of men reporting condom use during last casual sexual encounter	19.2%	19.2%	20%	96%
% of men/women of reproductive age knowing at least two acceptable ways of protection against STIs ¹	17.4%	65.2%	10%	652%
% of Children under age 3 with diarrhea in the last 2 weeks who received ORS	14.9%	33% (data submitted every two years)	50%	66%
% of caretakers of Children under age 3 with diarrhea in the last 2 weeks who sought treatment at a health facility	14.9%	29% (data submitted every two years)	40%	72.5%
% of Children under 4 months who are exclusively breast-fed ²	3.5%	3.5% (data submitted every two years)	30%	11%
Couple years of protection for modern contraceptive methods	Unevaluated	173	300	57.6% ³
PROMOTION – PROCESS				
# of IEC/BCC sessions given on emphasis behavior and danger signs	0	801	620	124%
# of IEC/BCC sessions given in community schools	0	38 ⁴	55	69%
# of health sessions organized by women's groups	0	37	30	123%
# of reproductive health sessions organized by GGLS groups	0	New zone is not yet targeted by GGLS ⁵	30	0%
# of mothers participating in nutrition sessions given by AVNs ⁶	0	6716	3415	196%
# of mothers participating in	0	2040	3415	60% ¹

¹ A large number of radio spots contributed to the unexpected success here. Given these first results, we have revised upwards our targets for 2001 and 2002.

² Including « exclusive » in the definition dramatically limits achievement of this target, given the number of caretakers an infant has.

³ Please see « Ongoing Challenges », p. 16.

⁴ There has been a challenge in establishing mutually convenient times for the schools and the SC nurses and ICPMs who are tasked to organize these sessions. Efforts will be made during the coming year to ensure that targets are met.

⁵ It is possible that this will be postponed until 2001.

⁶ N.B. : due to AID-Mali covering the Dogo health area through Groupe Pivot/Santé Population support, the total population in the new zone was reduced by about 20,000. The target figures here have been changed to reflect this reduction.

Indicator	Baseline	CY 2000 Achievement	Target CY 2000	% Attained 12/ 2000
health sessions given by TBAs				
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 ²	0%	100%	40%	250%
# of CSComs reporting 100% cost recovery	2	3 ³	3	100%
% of CSComs tracking vaccination coverage through graphical data	0	50%	33%	151%
% of CSComs submitting reports on time	33%	75% ⁴	100%	75%
CAPACITY - PROCESS				
# of ASACOs with 100% literacy of members in Bambara	0	6 ⁵	4 ⁶	150%
# of ASACOs with at least one female member	3	6	4	150%
# of ASACOs meeting on a monthly basis	3	4	4	100%
# of ASACOs making decisions based on a bi-annual review of their activities	3	4	4	100%

¹ The TBA training took longer than we expected. As a result these health sessions were delayed. Targets for the coming year should be met.

² As each CBD agent needs to be visited by a supervisor or a SC staff person on a regular basis, this target was inappropriate and is revised for 2001 and 2002.

³ The CSCom of Méridiela has experienced some difficulties achieving 100% cost recovery.

⁴ Due to Méridiela not functioning for the past six months as a result of unresolvable divisions within the community (in spite of many efforts by many parties to facilitate the resolution of issues here)

⁵ 43 illiterate ASACO members received literacy training in December.

⁶ Due to the energetic efforts of, in particular, our literacy team, 2 new ASACOs were organized and trained earlier than expected.

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IV. Additional Activities January-December 2000

To achieve results in access, quality, demand, and capacity, the *Sikasso Health Program* works with local partners (ASACOs, VHCs, and the SSS of Bougouni) to implement a full package of interventions consistent with Mali's national health policies which specify the Minimum Package of Activities (MPA) for child survival and reproductive health delivered through the CSComs.

To complement the information provided above, we note the following activities which took place during this reporting period in support of the *Sikasso Health Program*:

ACCESS

- Establishing 80 pharmaceutical 'banks', which gave communities access to ORT and other essential medicines;
- Establishing and provisioning *Family Planning* 'animators', who gave communities access to reproductive/family planning services;
- Establishing and training community health workers for weighing young children and providing them with Salter scales, giving communities access to weight monitoring of children;
- 12,739 children were weighed by community 'relais'. These volunteers also monitored those children deemed malnourished;
- 1,907 pregnant women benefited from at least one pre-natal consultation made by a CSCom team;
- 200 *Family Planning* agents were provided with a stock of modern contraceptive products; and
- 154 *Traditional Birth Attendants* were provided with training and birthing kits.

QUALITY

- Joint training of all Save the Children staff and ICPMs in key health messages with a goal of ensuring consistency around IEC for child survival and reproductive health;
- Training of ICPMs in the monitoring of vaccination rates through graphics;
- Participation in the HKI organized workshop in Ségou on micronutrients and nutrition;
- Participation (three staff + the deputy médecin-chef of Bougouni) in a *Quality Assurance Course* in Niamey;
- Participation in a master *Training of Trainers* course organized by Save the Children;

- Participation of the supervisors of community agents in a training organized by Save the Children's *Democratic Governance* team in Kolondieba; and
- Organization of a West Africa regional workshop on the *Positive Deviance* approach.

CAPACITY

- Bambara literacy training for 43 members of ASACOs;
- Three women's associations trained in impregnating mosquito nets;
- Training of the "mamans lumières" (model mothers), grandmothers, and grandfathers in two villages about the Positive Deviance model to improve the nutritional status of children; and
- Training for 272 members of VHCs in health data collection and record keeping.

PROMOTION

- 105 peer educators were trained; two pairs of these participated in a regional workshop in Sikasso and a national workshop in Bamako;
- 236 *Village Nutrition Agents* were trained in nutrition;
- 1,013 IEC sessions were organized around themes of family planning, HIV/AIDS, vaccinations, diarrhea, malaria, and upper respiratory infections. These sessions were attended by 43,780 men and women;
- 211 IEC sessions were organized by the *Traditional Birth Attendants*, *Village Nutrition Agents*, and women's groups which were attended by 5,734 women;
- An *ASACO/VHC Forum* was held the 28th of May to strengthen collaboration between ASACOs and VHCs;
- Radio spots on reproductive health were developed and run on the local Bougouni radio stations;
- Save the Children participated in the organization and supported the national HIV/AIDS tour of the popular musician Samba Diallo when he and his group were in Bougouni and in Kolondieba; and
- Save the Children supported (through private funds) the mega-concert in Bamako on International AIDS Day.

Visits and Meetings of Note:

Numerous visits occurred which permitted both the opportunity for exchange with other NGOs and partners as well as observations on ways our work could be improved. The following are of special note during this reporting period:

- January 2000 : Visit of USAID team, including Ursula Nadolny and Abdrahamane Dicko;
- February 2000 : Visit of Adam Keehn, Director of International Programs Operations at Save the Children headquarters;
- April 2000 : Visit of Serigne Diene and Kinday Samba of BASICS/ Sénégal

- August 2000 : Visit of Cornelia Davis of USAID/Washington and Aïda Lô of USAID/ Mali;
- 6 November 2000 : Visit of Tom Murphy, Chairman of the Save the Children USA Board of Directors, and Patricia A. Long, Vice President for Finance and Administration, Save the Children;
- 12 - 13 November 2000 : Visit of eight women from Save the Children's Women's Leadership Council;
- 28 - 30 November 2000 : Visit of Monique Sternin (Positive Deviance Specialist), Dr Cissé of Africare/ Guinée. and Serigne Dienne, the BASICS' West Africa regional advisor for nutrition;
- 10 - 15 December : Visit of Dr. Peter Winch from Johns Hopkins regarding the research study on pharmaceutical banks; and
- 21 December 2000 : Visit of an advisor in the Ministry of Health.

All of these visits were extremely useful for Save the Children in its efforts to continually improve the delivery of activities and services to communities in need.

It should also be noted that during this reporting period the Sikasso Health program benefited from the efforts of two U.S. university interns:

- **Vanessa Conrad**, an MPH student at Emory, spent three months working with our team on Positive Deviance; and
- **Hugh Lassen**, who spent four months studying and documenting our work with pharmaceutical 'banks'. Both contributed enormously to the documentation of these two activities.

V. Narrative: Lessons Learned, Ongoing Challenges, Impact

Lessons Learned:

The Sikasso Health program has greatly benefited from lessons learned in the carrying out of original Save the Children *Child Survival* programs in Kolondièba, Kolondièba & Zantiébougou, and the CS XI project. In addition, we note that the following have contributed positively to this program:

- ✓ The importance of the establishment of Village Health Committees in each of the villages which include specific individuals responsible for the following positions: nutrition, family planning, keeping of health data, managing the pharmaceutical bank, and traditional birth attendant.
- ✓ The establishment of pharmaceutical 'banks' in 80 villages both provided access to essential medicines as well as cemented relationships between villages and their CSCOM.

- ✓ The vaccination coverage of children 12-23 months went from 4.8% (as noted in the baseline study of October 1999) to 50% (noted in December 2000). These results we feel are due to the community awareness raising sessions which occurred throughout the zone as well as placing a "stratégie avancée" nurse in the non-functional health areas (areas without a CSCom).
- ✓ The nature of the collaborative programs with Johns Hopkins and Columbia University have supported and benefited the activities being carried out under this grant as well as recognizing the talent of the health team and the positive results achieved so far.

Ongoing Challenges:

Though we are encouraged by many positive results, there are nonetheless the following ongoing challenges:

- Ensuring the correct and constant stock of vaccines at the CSComs so that children can be completely and correctly vaccinated. This includes opening the three non-functional CSComs and helping the communities affected to develop a sense of ownership for the functioning of the CSCom, to fully understanding the many benefits which it brings to them as well as to understand their responsibility in its ongoing management.
- Helping the overall population understand the advantages of and value family planning. In addition to current awareness raising/promotion campaigns (through radio, 'drama', village 'animations' and discussions, posters in key places, etc.) our new strategy will include the involvement of social and religious leaders, well-known and popular singers/musicians, and others in positions of influence.
- Behavior change around safe sex and STDs/HIV/AIDS. We will continue with the above noted strategy, working with leaders (social and religious), peers, and public personnae to influence change.

Impact:

What differences have we noted as a result of these efforts? What strikes us when we visit the communities we work with? How are their lives different from a year ago? The following are immediately visible but all reflect rather profound paradigm changes:

- * In just one year there is a dramatic increase in people's level of knowledge, interest, and involvement in matters pertaining to their health. (This was particularly noted during the visit of the Ministry of Health in December.)

- * One feels the power of the *Bamako Initiative* as it is realized through the development and empowerment of *Village Health Committees*, through integrated capacity building strategies.
- * One feels the new confidence which successfully managing a wide variety of tasks has given to these communities.
- * In just one year, previously marginalized women are now active and confident participants in matters relating to their own and their families' health.

VI. MOH Collaboration

During the period 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

Integrated supervision activities are being planned every month. The HIS of the project is based at the SSS. In addition there has been continued joint planning and implementation of regular activities such as vaccination programs, growth monitoring activities, and pre and post natal consultations.

VII. Plans for January-June 2001

Efforts during the coming semester will focus on:

- Expanding the *Positive Deviance* approach for improved nutrition in eight other villages, which begins the scaling up of this effective strategy against malnutrition.
- Strengthening and expanding adolescent reproductive health activities through the existing *Peer Educator* program.
- Mobilization and awareness raising activities together with the SSS in the three non-functional health areas so that CSComs can be established, guaranteeing access to basic health services to these communities.
- Carrying out and monitoring all of our routine activities as well as (through other funding sources) piloting innovative new ideas and projects, which potentially strengthen and complement our work supported through this agreement.

MICROFINANCE

Annual Report

for the period

1 January – 31 December 2000



Save the Children

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

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List of Acronyms

BCEAO:	Banque Centrale des Etats de l'Afrique de l'Ouest
BOAD:	Banque Ouest Africaine pour le Développement
CAS/SFD:	Cellule d'Appui et de Supervision des Systèmes Financiers Décentralisés
CMDT:	Compagnie Malienne de Développement des Textiles
GGLS:	Group Guaranteed Lending and Savings
NGO:	Non-Governmental Organization
SEG	USAID's Sustainable Economic Growth Team
USAID:	United States Agency for International Development
WAI:	Weidemann Associates Inc.

INTRODUCTION

During calendar year 2000, Save the Children's microfinance program focused on implementing the strategy developed in June 1999, consisting mainly of:

- Institutionalization of the GGLS program
- Strengthening GGLS's capacity and systems
- Phasing out from Faso Jigi.

All in all, the new strategy is paying off, as can be seen from the table below on GGLS's performance. However, some important challenges remain, and several activities started during the last part of 2000 still have to be completed.

	Dec 31, 2000	Dec 31, 1999
Number of clients	5,646	3,708
Portfolio outstanding (FCFA)	86,124,000	63,655,154
Number of active loans	4,872	3,708
% Portfolio at risk (>30 days)	8%	0.4%
Amount disbursed (FCFA)	230,407,000	119,240,000
Number of loans disbursed	8,748	1,482
Amount in savings accounts (FCFA)	13,115,334	6,417,452
Operational self sufficiency	34%	27%
Financial self sufficiency	33%	25%

Some of the activities carried out and achievements in implementing the strategy were documented in the June 2000 semi-annual report. This annual report provides a complete view of performance for the year 2000 and detailed information on the second semester's activities.

I. ACTIVITIES

The first part of the year laid the groundwork for activities implemented during the second semester. Indeed, as reported in the semi annual report, the following was achieved from January to June 2000:

- Separation of the GGLS offices from the rest of Save the Children;
- Recruitment of key staff for the future institution;
- Choice of a legal status for the GGLS institution and selection of potential governance body members;
- Drafting of statutes and bylaws and recruitment of legal counsel to advise on the institutionalization process;
- Strengthening of the manual loan tracking system and development of manuals documenting the procedures; and
- Staff capacity building through staff training and quarterly staff meetings

During the second semester, we were able to build on these achievements in order to carry out the following activities outlined in our 2001 *Continuation Application*.

A. Institutionalization of GGLS

Creation of the institution: Save the Children was able to obtain legal recognition for the institution as an association during this period. Some of the activities that led to this achievement include:

- Organization of two meetings with potential members of the association, to review draft statutes and bylaws and agree on a name for the association. The approved name is **Soro Yiriwaso**, which means "the house where one can make their assets grow";
- Approval by Save the Children's headquarters of the draft statutes and bylaws;
- Organization of the inaugural meeting on September 9, during which Soro Yiriwaso's statutes and bylaws were adopted, the final list of founding members was developed, and elections of Board members were held. Annex 1 provides a list of founding members and Board members;
- Formal registration of Soro Yiriwaso with the Ministry of Interior (Ministère de l'Administration Territoriale et des Collectivités Locales). The "récépissé" was signed by the Ministry on November 6; and
- Discussion within the Board about the right logo and slogan for Soro Yiriwaso. Action steps have been developed in order to come up with these two elements that are critical in order to start promotional activities.

Operationalization of governance bodies: This is an ongoing process, with the following having been achieved:

- Organization of two Board meetings since October. Discussions during these meetings were geared towards making the Board functional and helping Board members to understand more about the institution and its programs;
- Survey of Soro Yiriwaso's Board members training needs: This was intended to identify areas where members needed capacity building, and then develop a training plan for governance body members for 2001; and to
- Drafting of a Board manual: The manual gives directions for Board processes, taking into account the association's statutes and bylaws and existing best practice in MFI governance.

Separation from Save the Children: Save has been progressively transferring responsibilities to the credit office, and the management team has been handling them successfully. Indeed:

- From July 2000, the credit office has been responsible for all accounting and financial management duties related to their activities. They receive a monthly advance from Save the Children and report on their expenses at the end of each month.

- From November, all other administrative and financial responsibilities, such as procurement and human resources management, were also transferred to the credit office; and
- Save the Children's Bamako administration and finance department and USAID SEG's Helene Ballo have both stated that the accounting system in place at the credit office is effective.

B. Deepening Outreach in the Sikasso Region

Two parallel actions took place to deepen outreach.

- First, Soro Yiriwaso proceeded to clean up its existing client portfolio in Bougouni. All clients who have had repayment problems were dropped from the program once they finished repaying their loans, and
- Secondly, Soro Yiriwaso entered into new areas of Bougouni and Kolondieba districts, such as Manankoro, Zantiebougou, Ouroumpana, Madina, Tentou, N'tjinina, Massala and Moron; and restarted activities in areas where we previously had clients who left the program for various reasons (e.g. Sikoro, Bougoula, Dialakoro, Kokun, and Samba).

C. Developing New Products

This activity stream is being implemented in collaboration with Weidemann Associates and as part of the development of a new business plan for Soro Yiriwaso. In fact, to make reliable projections of Soro Yiriwaso's performance in the coming years, it was necessary to research the products that we need to create in order to respond to our client needs, and then to estimate demand for these products. Some of the activities carried out by the end of 2000 to this end include:

- Development of a questionnaire for a market study. This study aims to understand what our existing clients think of our existing product and what existing and potential clients need as far as financial services are concerned;
- Development of an action plan for the study and development of new products;
- Securing Weidemann technical assistance for the market study process and the development of new products based on results of the study; and
- Recruitment of local people to carry out the survey.

D. Strengthening and Computerizing Systems

This was a priority for Soro Yiriwaso during the second semester, as we wanted the institution to start with strong, reliable systems. In order to accomplish that, we carried out the following activities:

- Development of new tools to facilitate data collection. Soro Yiriwaso now has an Excel spreadsheet that allows it to plan better its expected repayments and loan disbursements, and therefore improve its liquidity

management. We have also developed new forms that will help better monitor client savings and strengthen documentation of loans disbursed by each branch.

- Finalization and publication of procedures manual for savings and loans management, and drafting of the manual for administrative and financial management.
- Acquisition from the Save the Children Economic Opportunities Office in Washington, DC, of a savings and loan tracking software for group loans. We have recruited a local consultant to help us adapt this software to our needs.
- Discussion with Weidemann Associates on the installation of a computerized accounting system. We agreed on using the QuickBooks software and we have Weidemann's commitment to help us install it during the first months of 2001.

E. Building Human Resources

Much effort has been put into strengthening the capacity of Soro Yiriwaso's human resources. Some examples are:

- Identification of capacity building needs for governance body members;
- Recruitment and training of four new credit agents in order to strengthen loan monitoring in the Bougouni area, and to serve clients in the new impact areas;
- Training of almost all Soro Yiriwaso staff on facilitation and promotion techniques;
- Training of the Kolondieba Branch Manager on sustainability issues for MFIs;
- Training of six credit agents and 50 clients (group leaders) on marketing skills, discussing issues such as product quality, competition, pricing, distribution etc.;
- Exchange visit of the Operations Manager and the two Branch Managers to Nyeta Musow, in Mopti, to exchange on best practices and to learn more about key success factors in Nyeta Musow's rapid evolution towards self-sufficiency;
- Participation of the Credit Sector Coordinator and the Microfinance Advisor in the annual meeting of Save the Children's worldwide microfinance institutions and partners;
- Participation of the Soro Yiriwaso management team (Credit Sector Coordinator, Microfinance Advisor, Operations Manager, and Finance and Administration Manager) in two training sessions organized by Weidemann Associates related to the development of a Business Plan; and
- Quarterly meetings of all the Soro Yiriwaso staff to discuss achievements and challenges and develop strategies to face these challenges.

II. RESULTS

Key Soro Yiriwaso/GGLS performance indicators for the year 2000 are provided in the table below. Annex 2 provides detailed USAID minimum reporting requirements based on Soro Yiriwaso's unaudited financial statements. Audited 2000 financial statements will be included in the next semi-annual report.

	Planned Dec 31,2000	Dec 31,2000	Jun 30, 2000	Dec 31, 1999
Number of clients	6,400	5,646	5,124	3,708
Portfolio outstanding (FCFA)	113,093,194	86,124,000	71,794,667	63,665,154
% Portfolio at risk (> 30 days)	N/A	8%	3%	0.4%
Number of loans disbursed	9,978	8,748	4,338	1,482
Amount disbursed (FCFA)	269,424,700	230,407,000	110,227,000	119,240,000
Amount Savings Accounts (FCFA)	15,261,818	13,115,334	12,738,909	6,417,452
Operational self-sufficiency	31%	34%	33%	27%
Financial self-sufficiency	30%	33%	30%	25%

From this table, it can be noted that, with the exception of portfolio at risk, Soro Yiriwaso's performance has improved compared to December 1999 and June 2000, but had a lower volume of loans and portfolio than planned for December 2000. A detailed explanation of reasons for not reaching the targets are provided further in the "Challenges" section of this report. Some of the points that we would like to note here are that:

- The credit program in Kolondieba is doing very well, with more than 2,200 clients, 34 million CFA portfolio outstanding and a repayment rate of more than 99% at the end of the year.
- Although Bougouni has the highest potential in terms of number of loans and amounts to be disbursed, it also comes with some repayment issues that the program has been trying to solve for the past six months. One of the solutions we've implemented was to stop giving out loans to new clients in Bougouni-Ville, the part with the highest arrears, until we clean up our client portfolio in this area. Only repeat loans are given to groups that have repaid correctly their previous loans.
- As far as self-sufficiency is concerned, Soro Yiriwaso rates have been impacted by various start-up costs or one-time investments such as the

payment of legal counsel fees or the costs of the different meetings leading to the inaugural General Assembly. Despite this, we were able to exceed our target operational and financial self-sufficiency rates.

- Soro Yiriwaso does not presently have a database on client activities. However, a study of a random sample of 678 clients showed that 97% of clients are involved in agribusiness activities, with 82% in commercialization of agricultural products and 15% in transformation of same products. No clients are involved in actual agricultural production.

III. IMPACT OF ACTIVITIES

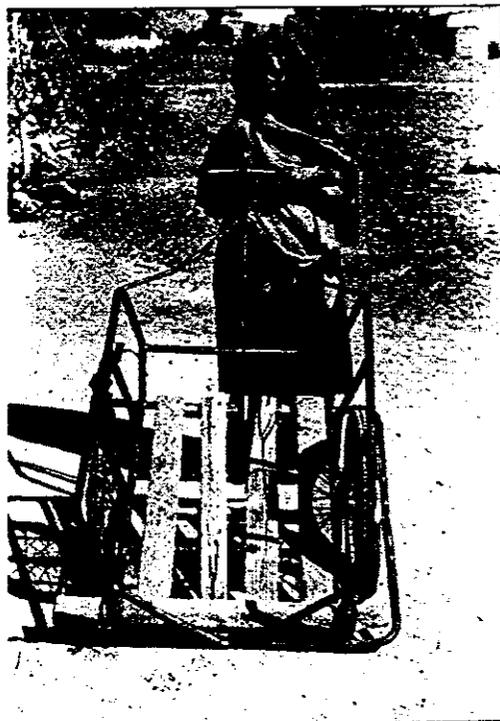
In July, Save the Children hosted Jenny Walker, a graduate student from the University of Pennsylvania, who was doing some research on the impact of various Malian credit and savings programs on their clients. Ms. Walker met with 21 different GGLS groups in Bougouni and Kolondieba, and according to her report:

- The women observed a positive impact of the loans. Their incomes have increased, and so have their savings and the size of their businesses. They are able to gain financial independence from their husbands and/or sons and to better feed their families. Their increased incomes also allow them to better care for their children and meet some of their needs. All this has allowed the GGLS clients to gain a greater sense of self-worth.
- Some of the women were not able to calculate well profits from their activities. In addition, some women recommended a monthly repayment frequency (instead of every 4 weeks), increased loan size and maturity, and training in marketing and literacy.

Below are some client success stories, to supplement those featured in the semi-annual report.

Ms. Aissata Camara became a widow two years ago. She was without financial resources and had six children to provide for. She heard of and entered into a relationship with the GGLS program. With a 25,000 FCFA loan, she started trading flour between Garalo and Manankoro. She now has a loan of 65,000 FCFA and makes at least three trips per month, with profits of 14,500 FCFA per trip totaling 43,500 FCFA per month. With these profits, she is able to meet her children's needs and buy a sheep at the end of each loan cycle. She is very satisfied with Soro Yiriwaso's program and says that it is a good way for women to gain financial independence.

Ms. Kadiatou Diallo is 55 years old with five children and has been divorced for the past three years. She too was looking for ways to meet her needs and those of her children. She started with the GGLS program and, with her second loan, was able to buy a cart. She is now renting the cart to people at the Bougouni market, to be used for transportation of all types of things, from luggage to wood or food items. With the 12,000 FCFA she makes from renting out the cart, she repays her loan and provides food for her children. She is looking forward to paying off her loan in order to fully own all the proceeds from the cart rental. According to Kadiatou, GGLS is here for abandoned women or women in distress like her.



Ms. Fanta Koné, a married woman with five children, has been with GGLS for two and a half years and is repaying her 5th loan. With her loans, she has set up a stall where she sells basic food products. She now also sells other things such as tea, sugar, matches, cigarettes, etc. in order to meet her clients' needs. Her business is doing well and she is now cited as an example in her village (Samba, in Kébila). She estimates her profit at 25,000 FCFA per month, excluding the money she spends to feed her family. Her plans include participating in weekly markets in Kolondieba and Bougouni in order to increase her revenues.



IV. CHALLENGES ENCOUNTERED / LESSONS LEARNED

This year was very challenging for the GGLS program and its staff. It was a year of changes in management, program strategy and even institutional culture. Sometimes, hard decisions had to be made in order to lead the program towards the new road that Save the Children has planned for it. Below is the list of the main challenges encountered during the year and some of the actions taken in order to meet these challenges.

In the semi-annual report, the following challenges had already been reported on. We are also providing information on how these challenges have been or are being met.

- **Registration of the GGLS institution with Malian authorities:** A *récépissé* was obtained from the Ministry of Interior in November. We are now preparing the application for a "convention" with the Ministry of Finance, the final step in registration.
- **Lower levels of disbursement than planned originally:** New projections were made and submitted to USAID with the 2001 Continuation Application.
- **Delays in implementation of activities:** We have been able to catch up on some of these delays, but have experienced additional delays mostly in areas where we were expecting external support (e.g., market studies and setting up of computerized accounting system).
- **Increase in arrears and portfolio at risk:** This challenge remains and is discussed more in detail below.
- **Loan fund insufficient to meet demand:** We received slightly more than USD 100,000 from USAID to increase our loan fund.
- **Limited product line:** Actions have been taken in order to develop new products. We are planning to conduct a market study in the beginning of 2001 and launch at least one new product during the year.
- **Strengthening systems:** Major changes were made to the procedures and the reporting systems. Moreover, the computerization of these systems during 2001 will improve record-keeping and reporting performance.

By the end of the year 2000, the following issues remained.

A. Arrears Problems in Bougouni

From June to December, the on time repayment rate in Bougouni went from 96% to 70% and the 30-day portfolio at risk from 5% to 17%. Our analysis of causes of the program's arrears showed that:

- Loan officers' portfolios were quite high, reaching more than 700 clients and preventing them from carrying out proper loan monitoring.
- Our information system did not generate timely and reliable information to allow us to react quickly to potential problems.

- The year 2000's rainy season was one during which populations in our impact areas suffered from insufficient rains and from not producing cotton due to problems with CMDT. This impacted income of local populations and therefore our clients' businesses.
- The level of commitment of our clients to the group solidarity principle becomes low in case of repayment problems, although this is a point that we stress during the pre-loan training.

In addition to all this, we have been thinking that our GGLS product might not be adapted to the "urban" Bougouni area.

Some of the solutions envisioned or decisions taken in order to stop this increasing repayment problem in Bougouni include:

- Discussing with group and association members and their families, and planning forums with clients to discuss program issues, including arrears;
- Implementing a door-to-door loan recovery campaign involving all staff;
- Using delinquents' savings to cover arrears and taking delinquents to court;
- Not providing repeat loans to groups that have had more than one installment paid late;
- Dropping from the program all groups/associations that refused to apply the solidarity principles;
- Stopping all new loan disbursements in Bougouni-Ville until the arrears problem is resolved.

B. Cost Reduction and Sustainability

Some of the actions listed above concerning ways to deal with arrears (e.g. reducing loan disbursements in Bougouni) have however also led to lower than expected revenues. This coupled with the program's inherited high operations costs and the amounts of loan provisions and write-offs are making the road to self-sufficiency more challenging. One of biggest challenges in this area involves reducing the program's salary costs, knowing that reducing individual salaries is not feasible under Malian Labor Laws.

Some decisions made in 2000 and that will be applied during 2001 include:

- Resolving arrears issues in Bougouni;
- Using cost cutting approaches in dealing with clients, and organizing clients better in order to reduce our monitoring costs. For example, in our experience in Manankoro, an area that is far from our Bougouni branch, we have been able to make the women's association manage most parts of the loan process. They recover amounts owed by all members of their groups and take the money to our credit agent based in Garalo. The repayment rate in Manankoro is 100%. This strengthening of group dynamics and empowerment of groups should also help us reduce costs related to delinquencies.

- Using the transfer of the credit program from Save the Children to Soro Yiriwaso in order to introduce a new salary scale. Discussions about this have already taken place with the program's employees who understand that they have to make some sacrifices in order to build a sustainable institution. Save the Children is presently studying ways to terminate legally existing program employees' contracts and have Soro Yiriwaso re-hire them under new terms.
- Getting technical/financial inputs of partners such as Weidemann Associates in carrying out activities such as computerization of the accounting systems or market studies. These are activities which involve costs that are more like start up or one-time costs.
- Using members of our governance bodies to carry out training for other members or for the Soro Yiriwaso staff at no cost to the institution.

C. Cultural Change

Moving from a "project" orientation/vision to that of a "sustainable institution" has been one of the challenges that we are still dealing with at our staffs and clients' levels. In order to face that, we:

- Have involved some clients in the choice of a name for the institution;
- Are planning a promotion campaign to be launched once the institution's logo and slogan have been finalized;
- Have kept senior staff involved in all activities leading to the launch of the Soro Yiriwaso association, and have kept other staff informed of the proceedings;
- Have used quarterly staff meetings to strengthen staff member buy-in into the mission, vision and objectives of Soro Yiriwaso.

D. Strengthening Systems

Despite the installation of a good manual tracking system and the training of staff in using the system, we have experienced some problems during the second part of the year relating to timeliness and reliability of the data produced by field staff. Credit staff were not always able to fill out correctly some of the forms and this sometimes led to inconsistent reports. We have dealt with this by the end of the year, conducting a thorough reconciliation for all loan accounts in order to have correct figures for the year.

We are counting on the fact that, with this reconciliation and the new control systems set up, we now have a strong basis for producing accurate reports. In addition, we are planning to computerize data processing for the credit and savings program. This should definitely ensure that Soro Yiriwaso produces correct figures in a timely manner.

E. Impact Study

One of the planned activities for FY 2001 was a baseline study, in order to prepare for a fully fledged impact study a year or two later. A review of the new USAID AIMS impact evaluation processes for micro-credit suggests that we can forego the baseline study and directly implement an impact study. However, preparation of this type of study is lengthy and the study itself should involve fully the institution's staff. Taking that into account and recognizing the fact that it will be challenging to conduct this type of study during the rainy season (due to unavailability of women or to inaccessibility of areas), we have decided to carry out the study towards the end of the second semester of 2001. We will approach USAID to discuss the feasibility of carrying over into FY 2002 the funding that was provided for the impact study.

V. PARTNERSHIPS

Many of the following cases of partnerships for the GGLS programs were included in the semi-annual report.

A. Synergies with Other Save the Children Programs

Activities conducted in collaboration with Save the Children's other programs during this year include:

- Participation of GGLS clients in different training sessions such as: preparing impregnated mosquito nets for eventual sale, literacy, democratic governance themes such as good management and roles and responsibilities of governance body members.
- Inventory of the GGLS client associations in Bougouni in order for them to participate in Save the Children's democratic governance program's activities.

B. Partnerships/Collaboration with External Organizations

A number of external partnerships were continued or established during the year 2000, including:

- Weidemann Associates (WAI): A very good working relationship was established with this USAID contractor, formalized through a memorandum of understanding. Some of the activities carried out in collaboration with WAI were:
 - Diagnostic of the GGLS program;
 - Definition of an action plan for the partnership;
 - Training in the development of a business plan;
 - Support in choosing an accounting software and in developing a marketing plan; and

- Participation of the WAI representative in some of the meetings leading to the launching of Soro Yiriwaso.
- Meetings with USAID to discuss issues related to the institutionalization process, the 1999 annual report, and the FY 2001 continuation application process. In addition, SEG's Ms. Helene Ballo visited the GGLS program impact areas and participated in some of the meetings leading to the launch of the Soro Yiriwaso association.
- Meetings with the Ministry of Finance's CAS/SFD staff to discuss the GGLS institutionalization process and learn more about the procedures for non-mutualist institutions to conduct credit and savings activities.
- Closer relationship with APIM: Save the Children credit team have informed APIM's President of the institutionalization of the GGLS program and have inquired about the possibility of the new institution becoming a member of APIM. In addition, Save the Children is now invited to all activities organized by APIM, including a workshop on microfinance policy issues in Mali; different training sessions on developing a business plan; and APIM's General Assembly meeting.
- Meeting with all other Save the Children microfinance programs and institutions supported by Save the Children to exchange best practice and discuss our microfinance strategy.
- Hosting an exchange visit in May of staff from the Malian NGO GARI, based in Tombouctou and visiting Nyeta Musow in Mopti.
- Partnership with Peace Corps: There is a Peace Corps volunteer based at our Kolondieba office who helps out with training and other activities related to marketing for GGLS clients.

VI. PLANS JANUARY 01 – DECEMBER 31, 2001

The action plan for 2001 on the next page shows a revised timeline for the activities described in the 2001 *Continuation Application*. Target figures provided for 2001 in the *Continuation Application* still hold.

SORO YIRIWASO: ACTION PLAN 1 JANUARY - 31 DECEMBER 2001

Activities	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Expected Results (Dec 2001)
Institutionalization													<ol style="list-style-type: none"> 1. The institution is a legal entity and signs a "convention" with the Ministry of Finance 2. Quarterly meetings of the Board 3. Employees sign contracts with the institution. in conformity with labor laws
Legal recognition of the institution													
Operationalizing governance bodies													
Transfer personnel from Save to the institution													
Transfer Admin and Finance responsibilities to institution													<ol style="list-style-type: none"> 1. Regular and timely production of financial and portfolio reports 2. Improved monitoring of loans and increase in portfolio quality 3. Security of funds and no possibilities for fraud
Promotional activities													
Building management systems													
Setting up computerized accounting system													
Review and revision of the manual loan tracking system													<ol style="list-style-type: none"> 1. Development of quality products 2. Better understanding of our clientele 3. Responsiveness to our clients needs 4. Use of part of savings for the loan fund
Setting up computerized loan tracking system													
Finalization of admin and finance manual													
Operationalizing internal audit functions													
External audit													<ol style="list-style-type: none"> 1. Meet our objectives of 8,500 clients at Dec 2001
New product development													
Market studies													
Selection and design of 2 products													
Development of new business plan													<ol style="list-style-type: none"> 1. Meet our objectives 2. Improvement of the quality of our services 3. Increased quality of our human resources 4. Increased motivation of our human resources
Launch of pilot programs for new products													
Review and revision of the products													
Full launch of the revised products													
Deepening our outreach in Sikasso													<ol style="list-style-type: none"> 1. A database on initial status of our clients
Setting up a branch in Garalo													
Prospecting and evaluation of new zones													
Promotion campaigns in selected zones													
Launch of activities in those zones													<ol style="list-style-type: none"> 1. Meet our objectives 2. Improvement of the quality of our services 3. Increased quality of our human resources 4. Increased motivation of our human resources
Personnel													
Recruitment of new credit agents													
Training for new agents													
Recruit Garalo branch manager													
Staff training and quarterly staff meeting													
Training for governance body members													
Training leaders of client association													
Other training and exchange visits													<ol style="list-style-type: none"> 1. A database on initial status of our clients
Impact evaluation: Baseline survey													

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VII. FASO JIGI

Although Save's new strategy and vision included phasing out from Faso Jigi in 2000, we have continued to be involved with the caisses in FY 2001, based on the recognition that caisse leaders and managers were not yet capable of handling day to day operations of the caisses on their own. From January to September, Save the Children provided technical and financial assistance to Faso Jigi. However, beginning in October 2000 only technical assistance is being provided in order to build capacity, with the caisses responsible for meeting their operating costs.

A. Activities

The following activities were implemented in 2000:

- **Development of a strategy for phasing out of Faso Jigi in collaboration with the caisse leaders.** They chose to form a union after Save the Children leaves and to seek other partners.
- **Hiring of a consultant to produce financial statements for 1999.** These statements and other reports were submitted to the Ministry of Finance in compliance with BCEAO instructions under the PARMEC law.
- **Capacity building for leaders and managers through formal and/or on-the job training.** In fact, training was provided on different topics, including:
 - Faso Jigi statutes and bylaws
 - Roles and responsibilities of governance bodies and their members
 - Planning, internal controls, credit and savings policies and procedures;
 - Facilitation and program promotion skills; and
 - Exchange visits of leaders to Kafo Jiginew.
- **Setting up better reporting systems that would allow Save the Children and the caisses to better monitor the caisses' performance.** In addition, a procedures manual documenting the caisses' policies and procedures was drafted and is in the process of being finalized.
- **Frequent monitoring visits and special visits by Save the Children's managers to solve arrears problems in collaboration with leaders.** Furthermore, general assemblies involving not only members but also community leaders were held in order to find solutions to these problems.
- **Construction of Faso Jigi caisses on land given by communities.** Caisses were built in Bougouni, Garalo and Kébila and are presently all being used.

- **Support to Faso Jigi in preparing for the legal registration process and in finding new partners.** Documents needed for registration are all ready except for projected financial statements for each caisse. In addition, Faso Jigi/Kolondieba is being evaluated by the West African Development Bank (BOAD) for a possible line of credit.

B. Results

Faso Jigi's results for 2000 are as follows. USAID Minimum reporting requirement information, based on unaudited financial performance, is in Annex 3.

	Dec 31, 2000	June 30, 2000	Dec 31, 1999
Number of members	1,261	1,090	867
Number of active loan clients	251	338	274
Portfolio outstanding	43,343,186	56,451,386	49,430,971
% Portfolio at risk >30 days	30%	20%	6%
Number of loans disbursed	307	242	405
Amount disbursed	92,005,000	54,330,000	79,752,000
Amount in savings accounts	54,426,546	70,123,951	30,226,346
Operational self sufficiency ¹	65%	25%	17%
Financial self sufficiency	60%	24%	15%

- As can be seen from this table, Faso Jigi's volume of activity decreased, mostly during the second semester. This is partly the result of caisse leaders' taking measures to improve portfolio quality (discussed below) by putting tighter controls on loan disbursements.
- Faso Jigi's membership is growing. However, with an average of 316 members per caisse, it is still far from the size found in other networks of caisses in Mali (for example a Kafo Jiginew caisse in Koutiala has close to 5,000 members).
- Faso Jigi's caisses have a potential for self-sufficiency since their cash expenses are very low, but the arrears problem they face create expenses such as write-offs and loan loss provisions. In addition, expenses related to the Save the Children staff in charge of the Faso Jigi program are taken into account in calculating overall expenses and, therefore, impact on the self-

¹ The figures listed here for self-sufficiency include costs for the Save the Children staff person supporting the program. This is explained more fully in the text on this page.

sufficiency rate. Without these Save the Children costs, Faso Jigi has operational self-sufficiency of 97% and financial self-sufficiency of 92%.

C. Impact of Activities

In addition to cases presented in the semi-annual report, we would like to present the case of Mr. Daniel Abdou Farez a member of Faso Jigi, Bougouni. Mr. Farez sells sodas and alcoholic drinks. He has a third loan of FCFA 500,000 that he is repaying without problems. With the successive loans from Faso Jigi, Mr. Farez's business was able to grow from retail to wholesale.



D. Challenges Encountered / Lessons Learned

The following challenges discussed in the semi-annual report still remain.

Development of financial reports: Although a consultant was recruited to establish financial statements for Faso Jigi, the result was not very reliable due to missing documentation at the caisses, inaccurate financial statements from previous years, different accounting practices from one caisse to another, and the fact that expenses from the credit program (GGLS and Faso Jigi) were bundled together and difficult to sort through. From July 2000, there has been a separate recording of Faso Jigi's expenses at the caisse and Save the Children levels.

Capacity of leaders and managers: Save the Children has been providing classroom style and on the job training, and this has started to pay off. Leaders understand better issues related to loan management and are more involved in the loan recovery process. In addition, caisses managers are now able to produce some of the monthly monitoring reports required. Furthermore, the exchange visit

organized for some leaders with the Kafo Jiginew caisses helped them accept Save the Children's phasing out and gain ownership of the caisses.

High arrears: Efforts to recover delinquent loans have taken a lot of time from Save the Children staff and some of the more committed caisse leaders. This task was made even more difficult by the fact that, in several caisses, leaders were among the delinquent borrowers and therefore set a very bad example. Some of the actions taken include:

- Recruitment of additional caisse personnel and the purchase of motorbikes for each caisse in order to deal more effectively with loan recovery;
- Organization of General Assembly meetings in Bougouni and Kolondieba attended by all members, community leaders and government authorities, to discuss the arrears problem and find ways to resolve it;
- Recommendation of new loan approval procedures; and
- Publishing the list of delinquent borrowers and, in some cases, taking legal action.

Registration of caisses: This process has experienced some delays, but we plan to finish the filing process by the end of the first quarter 2001. Lack of legal registration meant it was not possible for Save the Children to proceed with the transfer of program assets to the different caisses.

E. Plan for January 1 – September 2001

Save the Children will terminate its support to Faso Jigi on September 30, 2001. Activities planned from January to September include:

- Finalization of the application for registration of all four caisses;
- Signing of an asset transfer agreement with each caisse;
- Continuing capacity building of caisse leaders and managers;
- Organizing one more exchange visit for some caisse leaders; and
- Assisting the caisses in their search for new partners.

ANNEXES

1. List of Soro Yiriwaso members
2. Soro Yiriwaso Minimum Reporting Information
3. Faso Jigi Minimum Reporting Information

ANNEX 1

List of Soro Yiriwaso Members

SORO YIRIWASO

Liste des Membres Fondateurs

Noms et Prénoms	Fonctions	Institutions	Domaines d'Expertise
Mme Traoré Fatoumata Touré	Présidente	ASDAP	SR / SRA et MGF
Mme Diakité Fatoumata Siré	Présidente	APDF	GED / Droits des femmes / Lobbying
M. Konaté Amadou	Financial Officer	ADF	Economie / Gestion
Mme Koné Mariam Traoré	Directrice Exécutive	AMPJ	Administration / Gestion
M. Sira Moussa Konaté	Contrôleur de Gestion	AGETIPE	Gestion / Microfinance
M. Malick Berthé	Responsable du Secteur Crédit aux entreprises	BNDA	Gestion d'entreprise
Mme Niang Bintou Ka	Conseiller en Microfinance	Save the Children/USA	Gestion / Microfinance
M. Youssouf Koné	Directeur des Programmes	Save the Children/USA	Agronomie
Mme Doumbia Assétou Sangaré	Professeur	Lycée de Bougouni	Enseignement Ménager
M. Patrick Connors	Directeur Général Adjoint	Save the Children/USA	Gestion / Microfinance
Mme Ba Aissata Koné	Chef de Cabinet	Ministère de la Femme	Administration Publique
M. Daouda Moussa Koné	Directeur Administratif et Financier	PAIB	Finance, Crédit, Audit
Mme. Fanta Macalou	Consultante		Développement focalisé sur les femmes et enfants, microfinance

SORO YIRIWASO

Liste des Membres du Conseil d'Administration

Noms et Prénoms	Fonctions dans le Conseil d'Administration
Mme Traoré Fatoumata Touré	Présidente
M. Malick Berthé	Vice-président
Mme Fanta Macalou	Secrétaire Administrative
M. Daouda Moussa Koné	Commissaire aux Comptes
Mme Diakité Fatoumata Siré	Secrétaire Chargée des Affaires Juridiques
Mme Koné Mariam Traoré	Secrétaire Chargée des activités Génératrices de Revenus des Femmes
Mme Ba Aissata Koné	Secrétaire Chargée de l'Information, l'Education et la Communication

ANNEX 2

Soro Yiriwaso's Minimum Reporting Information

A. PORTFOLIO AND OUTREACH		January 1 - June 30, 2000
1. Portfolio outstanding		
Beginning of period		63,655,254
End of period		86,124,000
2. Number of active loans		
Beginning of period		3,708
End of period		4,872
3. Average outstanding loan size		
Average outstanding loan size		17,677
Average disbursed loan size		26,338
4. Amount disbursed for the period		
		230,407,000
5. Number of loans disbursed during the period		
		8,748
Percentage of loans for agribusiness activities		97%
6. Percentage women clients		
		100%
7. Portfolio with arrears		
Portfolio with arrears of more than 30 days		6,937,670
Portfolio with arrears of 31 to 60 days		2,552,485
Portfolio with arrears of 61 to 90 days		1,665,320
Portfolio with arrears of 91 days to 1 year		2,719,865
8. Amount of savings		
Amount of compulsory savings beginning of period		6,417,452
Amount of compulsory savings end of period		13,115,334
Amount of voluntary savings beginning of period	N/A	
Amount of voluntary savings end of period	N/A	
9. Number of savings accounts		
Number of compulsory savings accounts beginning of period		3,708
Number of compulsory savings accounts end of period		5,646
Number of voluntary savings accounts beginning of period	N/A	
Number of voluntary savings accounts end of period	N/A	
10. Number of credit and/or savings staff		
		20

B. INTEREST RATE POLICY		
11. Loan interest rates		
Nominal rate		25%
Effective rate		29%
12. Interest rate paid on savings		
		N/A

E. INDICATORS OF OPPORTUNITY COST OF FUNDS		
47. Local interbank lending rate		4.95%
48. Local 90-day CD rate		3.75%
49. Local inflation rate for the period		4%

F. ANALYTIC PERFORMANCE INDICATORS		
50. Total administrative expenses		100,802,580
51. Adjusted financial expenses		3,707,037
52. Total adjusted expenses		104,509,617
53. Operational efficiency		135%
54. Adjusted return on operations		33%
55. Loan loss rate		2%

Source: ECOBANK

C. INCOME AND EXPENSES INFORMATION		January 1 - June 30, 2000
INCOME		34,258,065
13. Interest and fee income for loans		29,531,537
14. Income from investments		
15. Other operating income from financial services		4,726,528
EXPENSES		100,802,580
16. Staff expenses		69,976,909
17. Other administrative expenses, including depreciation		29,350,316
18. Loan losses		1,475,355
19. Interest and fee expenses		0
20. Net operating profit		-66,544,515
DONATIONS		86,026,213
23. For operating expenses		79,375,490
24. Capital contribution		
Loan fund		784,090
Equity		
Fixed assets		5,866,633

D. BALANCE SHEET INFORMATION		
ASSETS		
25. Cash on hand and in bank		52,597,065
26. Mandatory reserves		
27. Short term investments		
28. Loans outstanding		86,124,000
29. Loan loss reserve		5,590,598
30. Net portfolio outstanding		80,533,402
31. Long term investment		
32. Fixed assets		30,621,014
33. Other assets		
34. Total assets		163,751,481
LIABILITIES AND EQUITY		
<i>Liabilities</i>		
35. Clients' savings		13,115,334
36. Other savings		
37. Loans from Central Bank		
38. Loans from other banks		
39. Other short term liabilities		9,228,085
40. Other long term liabilities		
<i>Equity</i>		
41. Paid in equity		
42. Donated equity		48,731,019
43. Retained earnings		52,280,117
44. Other capital accounts		11,297,443
45. This period's profit or loss (including subsidies)		29,099,483
46. Total liabilities and equity		163,751,481

ANNEX 3

Faso Jigi's Minimum Reporting Information

A. PORTFOLIO AND OUTREACH		January 1 - December 31, 2000
1. Portfolio outstanding		
Beginning of period		49,430,971
End of period		43,343,186
2. Number of active loans		
Beginning of period		274
End of period		251
3. Average outstanding loan size		
Average outstanding loan size		172,682
Average disbursed loan size		299,691
4. Amount disbursed for the period		92,005,000
5. Number of loans disbursed during the period		307
Percentage of loans for agribusiness activities		11%
6. Percentage women clients		24%
7. Portfolio with arrears		
Portfolio with arrears of more than 30 days		12,933,258
Portfolio with arrears of 31 to 60 days		1,994,190
Portfolio with arrears of 61 to 90 days		3,345,483
Portfolio with arrears of 91 days to 1 year		7,593,585
8. Amount of savings		
Amount of savings beginning of period		43,589,566
Amount of savings end of period		54,426,546
9. Number of savings accounts		
Number of savings accounts beginning of period		715
Number of savings accounts end of period		996
10. Number of credit and/or savings staff		5
B. INTEREST RATE POLICY		
11. Loan interest rates		
Nominal rate		25%
Effective rate		26%
12. Interest rate paid on savings		5%
E. INDICATORS OF OPPORTUNITY COST OF FUNDS		
47. Local interbank lending rate*		4.95%
48. Local 90-day CD rate*		3.75%
49. Local inflation rate for the period		4%
F. ANALYTIC PERFORMANCE INDICATORS		
50. Total administrative expenses		26,128,724
51. Adjusted financial expenses		2,296,160
52. Total adjusted expenses		28,424,885
53. Operational efficiency		56%
54. Adjusted return on operations		60%
55. Loan loss rate		3%

* Source ECOBANK

C. INCOME AND EXPENSES INFORMATION		January 1 - December 31, 2000
INCOME		17,074,041
13. Interest and fee income for loans		15,596,861
14. Income from investments		
15. Other operating income from financial services		1,477,180
EXPENSES		26,128,724
16. Staff expenses		10,733,358
17. Other administrative expenses, including depreciation		13,559,366
18. Loan losses		1,493,335
19. Interest and fee expenses		342,665
20. Net operating profit		-9,054,683
DONATIONS		18,584,380
23. For operating expenses		16,663,073
24. Capital contribution		
Loan fund		
Equity		
Fixed assets		1,921,307

D. BALANCE SHEET INFORMATION		
ASSETS		
25. Cash on hand and in bank		57,158,596
26. Mandatory reserves		
27. Short term investments		
28. Loans outstanding		43,343,186
29. Loan loss provision		4,628,335
30. Net portfolio outstanding		38,714,851
31. Long term investment		
32. Fixed assets		23,020,369
33. Other assets		
34. Total assets		118,893,816
LIABILITIES AND EQUITY		
<i>Liabilities</i>		
35. Clients' savings		54,426,546
36. Other savings		
37. Loans from central Bank		
38. Loans from other banks		
39. Other short term liabilities (compte de regularisation)		10,047,145
40. Other long term liabilities		
<i>Equity</i>		
41. Paid in equity		6,272,000
42. Donated equity		41,237,914
43. Retained earnings		-698,179
44. Other capital accounts		
45. This period's profit or loss (including subsidies)		7,608,390
46. Total liabilities and equity		118,893,816

COMMERCIAL GARDENING AND WELLS

Annual Report

for the period

1 January - 31 December 2000



Save the Children

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

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- VII. Partnership

- VIII. Future Plans

Annexes -- Graphics

List of Acronyms
Commercial Gardening and Wells

CVS	Comité Villageois de Santé
FASO JIGI	Mutualist Credit Institution
GAAS	Groupe d'Action et d'Appui dans le Sahel
GVM	Groupement Villageois de Maraichage
JIGIYA	Well-digging Cooperatives
SENNASIGI	Gardening Cooperatives
SC	Save the Children
SLACAER	Service Local d'Appui Conseil d'Amenagement et de l'Equipement Rural

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 *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 123 gardens established to date under this CA cover 30.75 hectares. A variety of vegetables are grown in these gardens including tomatoes, lettuce, onions, eggplant, okra, cabbage, carrots, etc. During CY 2000 the gardens produced 346,612 tons of vegetables with an approximate value of 67,707,405 CFA.

This report summarizes the activities carried out during the period January – December 2000. Key achievements during this reporting period include:

- Establishing 57 community gardens, as opposed to the 26 expected;
- Organizing the producers from the 57 established gardens into village garden committees;
- Training 1450 village garden committee members and gardeners;
- Digging or making operational two wells for each of the 57 new gardens;
- Deepening 13 existing wells using a compressor; and
- Exceeding targets for the quantity of vegetables produced (364 tons produced vs. 264 tons expected) and for the value of vegetables produced (66.7 million cfa produced vs. 50 million cfa expected).

Key challenges encountered during CY 2000 included improving agricultural loan repayment, strengthening program sustainability at all levels and strengthening the wells component of the program. The results obtained during this period are presented in the following indicator tables and are followed by comments as appropriate. Once again, results achieved have generally exceeded the results expected for the year.

II. Indicator Results Tables

Indicators	Baseline	1998		1999		2000		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	
1. Number of (new) gardens established	0	8	14	22	26	26	57	It was possible to exceed the target for 2000 and establish 57 gardens using materials purchased at the end of FY 99.
Number of (old) gardens renovated	14	12	12	0	0	00		
Total (cumulative)						92	123	
2. Number of gardens cultivated (operational):								One garden of 123 established was not yet being cultivated at the end of CY 2000.
New:	0	0	0	14	22 + 14	0	57	
Old:	14	12	6	6	6	66	65	
Total (cumulative)						66	122	
3. Number of garden management committee members trained by SC in either <i>improved gardening</i> or <i>management techniques</i>	179	340	290	190	195	130	225	55 % people trained in 2000 were women
Women:	89	204	146	142	107	78	123	
Men:	90	136	144	48	88	52	102	
4. Number of active cultivators:	600	1300	1144	1700	1894	2640	5059	78% of cultivators are women.
Women:		780	687	1020		1584	3937	
Men:		520	457	680	1744	1056	1122	

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Indicators	Baseline	1998		1999		2000		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	
5. Number of cultivators trained by committees in improved gardening techniques (includes those planting for the first time.) Women: Men:	0 - -	960 - -	990	1920 1152 768	2293 1376 917	1040 624 416	1450 1160 290	The number of cultivators trained is greater than active cultivators due to the participation of individual gardeners in training sessions.
6. Total vegetable production (in tons)	28	153	79	216	248.83	264	346.612	
7. Average production/garden (in tons)	2	5.9	3.9	6.35	5.74	4	5.15	Average production in tons/garden is lower than in FY 99 because some lighter weight crops were produced (i.e., onions).
8. Value of total production in CFA (m=million)	10m	29.75m	15m	42m	44.69m	50.000m	66.71m	
9. Value of vegetables sold in CFA (m= million)	1.2 m	26.8 m	10 m	33.5 m	33.56 m	38.700m	44.47m	2/3rds of vegetables produced are sold.
10. Quantity of vegetables preserved (tons)	0	15	0	43	0	44	0.359	Almost all vegetables produced continue to be sold or consumed, and not preserved.
11. Value of vegetables preserved in CFA (m=million)	0	2.9 m	0	8.4 m	0	9.680m	379,920	
12. Number of garden wells dug/renovated	26	52	54	44	52	52	117	114 wells were dug in 57 gardens(2 wells for each new garden from 2000) and 3 additional wells.

Additional Commercial Gardening Program Results

Indicators	Baseline	1998		1999		2000		Comments
	FY '97	Expected	Achieved	Expected	Achieved	Expected	Achieved	
13. Quantity of vegetables sold (tons)	-	-	49	144	132.54	176	231.07	2/3rds of vegetables produced are sold.
14. Average value of vegetables produced/garden in CFA	714 m	-	750 m	875 m	840.60m	875m	991.53m	Production value continues to increase due to the introduction of high value vegetables.
15. Average annual income per cultivator in CFA	16,000	-	14,000	24,700	13,625	21,875	22,535	Average income per cultivator continues to rise.
16. Quantity of vegetables consumed by cultivators (tons)	-	-	30	-	116	44	115.1	About 1/3 ^d of production is consumed by cultivators.
17. Value of vegetables consumed in CFA	-	-	5 m	-	18,235 m	-	21,855 m	
18. Number of well digger/mason teams created	26	-	40	114	84	26	53	
19. Number of well diggers/masons trained	104	-	160	56	194	100	213	

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

In general, the results achieved during the year are substantial and very positive.

There is a heavy demand for the gardens, a factor that allowed for the establishment of 57 gardens instead of the 26 planned. The total quantity of vegetables produced increased as a result of the increase in the number of gardens cultivated, improved gardening skills and the greater availability of water. The use of a compressor allowed for the deepening of 13 wells, helping to increase water availability.

The value of the vegetables produced also continues to increase because of increased quantities produced, as well as the production of higher value crops like okra and onions. The cultivators are also becoming more entrepreneurial. They hope to earn money to develop their economic activities, cover household costs as well as repay the loan component. To support this entrepreneurialism, this year the program introduced potatoes in 25 gardens and "the improved onion" (Yiriwa Jaba) in 16 gardens.

IV. Impact/Success Stories

The establishment of market gardens through the program has greatly contributed to the improvement of the living conditions of people in Bougouni and Kolondieba. Qualitative information gathered by field staff in December, 2000 demonstrate that in addition to home consumption, revenue generated by gardening is used to improve the well-being of families and children through, for example, the purchase of clothing, medicine and school supplies, and the payment of school fees.

Social Benefits

- According to Maimouna Samaké of Zambouroula and Djelika Diakité of Djabala, gardening has contributed to social cohesion among the women of the village. The garden has become a place for women to discuss subjects relating to the family, and village development. Before the garden existed, women saw each other less frequently. Now they see one another daily.
- Kamissa Sidibé of Faradjélé spent 30,000 CFA of her gardening income to buy a wedding gift for her daughter. The wedding gift was a very important purchase as it helped to support the daughter in beginning her marriage, ensuring that she had the necessary household goods for her home. According to Mrs. Sidibé gardening helps to slow the rural exodus of girls because they can find the resources available in the village for a dowry.

Health Benefits

32 people (52% of gardeners surveyed by staff in December), including 21 women, said that they used their gardening income to buy medicine and clothes for their children.

- Rokia Koné of Wakoro had been ill for a number of years. Thanks to the income from gardening she was able to pay for the surgery she needed.
- According to Siriman Diarra and Fatoumata Samaké of Sogola, market gardening has improved the quality of the sauces cooked in the villages. Garden vegetables have allowed them to stop using some wild, green leaves like "Wo" which were often the source of illnesses.
- Fatoumata Kané of Bladié was able to pay for a medical visit and prescriptions using 22,000 CFA in income obtained from gardening.

Economic Benefits

42 people (70% of those surveyed by staff), including 24 women, said they used their gardening income to support other economic activities.

- Massa Diarra, well-digger and gardener from Faradlélé, was able to repay his CMDT loan of 50,000 CFA and buy a CIWARA pump for 80,000 CFA using his income of 175,000 CFA from gardening and well-digging.
- Mariam Doumbia of Bladié earned 39,000 CFA from her garden which allowed her to buy clothes for her children and to begin trading in cereals.
- Hawa Koné of Kountio didn't want to divulge the amount she earned, but affirmed that she had earned a lot during the last year. Thanks to her gardening income she bought cups, "pagnes", and clothes for her children.
- Youssouf Coulibaly of Sikoro explained that he used to leave every year for the Côte d'Ivoire, but with the advent of gardening in the village he no longer goes to Côte d'Ivoire because he earns more with gardening than he used to earn in the Côte d'Ivoire.
- Tèné Mariko, the treasurer of Sennasigi in Bougouni earned 45,000 CFA from the sale of vegetables which allowed her to buy cereals to support her

husband during the rainy season, and allowed her to buy clothes and medicine for their children.

Educational Benefits

Eight people (13% of those surveyed by staff), including two women said that they used the gardening income for the education of their children.

- Gardeners explained that they had invested a part of their income from gardening in their children's education, particularly for school materials like notebooks, pens, and school fees. Specifically, Djinèmousa Diarra of Sogola spent 19,000 CFA, Korotoumou Traoré of Kologo spent 10,750 CFA, and Alou Koné of Kountio bought 25 pens and 35 notebooks for his children.

V. Challenges and Lessons Learned

Challenges are discussed below, as well as the related lessons learned and solutions.

Organization of Production

Producers are having difficulty reconciling the optimal schedule for gardening with their on-going agricultural schedule. As a result, garden production is often beginning later than it needs to, in December. Consequently, many gardens produce for only six months instead of the full nine months when production is possible. Three months of possible garden production is lost.

Solutions/Lessons Learned: We have held at least one meeting with each GVM to discuss with the producers the loss of revenue that results from this delay in production, approximately 1/3rd of the production possible during nine months. Men play a role in preventing female gardeners from leaving their fieldwork and beginning gardening work before December, even though much of the essential fieldwork is completed by September. Additional discussions with male community members may be necessary to understand their views and find solutions.

The Institutional Level: Sennasigi and Jigiya

Sennasigi and Jigiya have difficulty filling out production and loan monitoring forms, documenting meetings and distinguishing between the roles of secretary, treasurer and president.

Solution/Lessons Learned: The Democratic Governance team and Commercial Gardening teams are organizing the training of the leaders of these community organizations in transparent management, good governance, data collection and maintaining documentation.

Gardening Techniques

Tomatoe production techniques have not yet been mastered on the local and national levels.

Solutions/Lessons Learned: We have conducted training sessions on tomatoe production and encouraged producers to share lessons learned with one another on tomatoe production.

Loan Repayment: Some gardens are behind in loan repayment despite substantial efforts by field staff over the last six months. The current repayment rate is 54%.

Solutions/Lessons Learned : Since July when many loans started to come due, Save the Children and Sennasigi have organized intensive repayment missions. These efforts have led to an increase in repayment from 40% to 54% over that period. The team learned that loan repayment requires the full involvement of all field staff and of Sennasigi, and good loan tracking systems, and that the members from each garden need to understand clearly the loan repayment obligations that they are taking on.

Vision for Institutional and Program Sustainability

The long-term roles to be played by Jigiya, Sennasigi and Save the Children Commercial Gardening staff in carrying out and sustaining activities have at times been the subject of uncertainty. The mid-term evaluation conducted in June/July, 2000 noted a need for clarification on these issues, particularly the institutional sustainability of Sennasigi and Jigiya and the sustainability of the on going field activities.

Solutions/Lessons Learned: In December 2000, Save the Children solicited the consulting services of an agro-economist to help move this review and reflection process forward. The consultant's report will be available in January. His terms of reference included:

- Describing the elements that underlie the functioning and sustainability of the decision-making structures involved in the program, and outlining their strengths and weaknesses.
- Analyzing the institutional scenarios that would permit the long-term sustainability of the program.

Other Lessons Learned: A number of other lessons learned during CY 2000 were outlined in the previous semi-annual report, and are summarized briefly below.

- A compressor was very helpful in breaking through layers of rock that had previously prevented the deepening of some wells and limited access to water.
- Giving the garden committees more responsibility for managing well-digging improved the quality of the wells.
- Garden productivity was increased through the introduction of high value vegetables like okra and onion.
- Save the Children needs to avoid the concentration of many gardens in the same geographic zone as this can saturate the market and decrease producer income.

VI. Commercialization of Market Garden Products

Vegetable production is still not sufficient to meet the needs of the population of Kolondieba and Bougouni. This is demonstrated by the fact that all the large markets in the area are still supplied by traders coming from Sikasso. At the same time, women from Kolondieba explain that locally produced vegetables are better than those from Sikasso because they are not grown using chemical fertilizers. Some of these women explain that they buy vegetables from Sikasso only when they can no longer find vegetables from local gardens. Losses on the sale of vegetables occur rarely now, only when all the producers produce the same vegetable, and/or when all producers attempt to sell their produce only within their small village.

Following on the recommendations of the mid-term evaluation and as noted in the semi-annual report, Save the Children has decided to embark on testing or piloting certain vegetables and sales strategies in a limited number of villages. The Yiriwa

Jaba ("improved onion") is now being tested in 16 gardens by 93 producers. Potatoes are being tested in 25 gardens. Additionally, ten other villages are attempting to "professionalize" their production and sale of onions, tomatoes, potatoes and cauliflower.

VII. Partnership

During CY 2000 the program developed partnerships with a number of community organizations, state services, PVOs and other institutions to support program goals.

- Agents from SLACAER carried out capacity building training for Jigiya and Sennasigi, and followed up on previous trainings conducted in beekeeping and livestock production.
- Representatives from Sennasigi, Jigiya and Faso Jigi continued contacts with the Coopérative de Maraichers de Bamako to develop areas of cooperation for the marketing of products.
- Save the Children and Sennasigi began cooperation with the PVO Enterprise Works on introducing the production of the Yiriwa Jaba.
- Save the Children staff visited the Malian NGO Groupe d'Action et d'Appui dans le Sahel (GAAS) in Bandiagara to learn about different techniques for sun-drying vegetables.
- Sennasigi, Jigiya and Faso Jigi continue to cooperate in well-digging and loan repayment.

VIII. Future Plans : January – December 2001

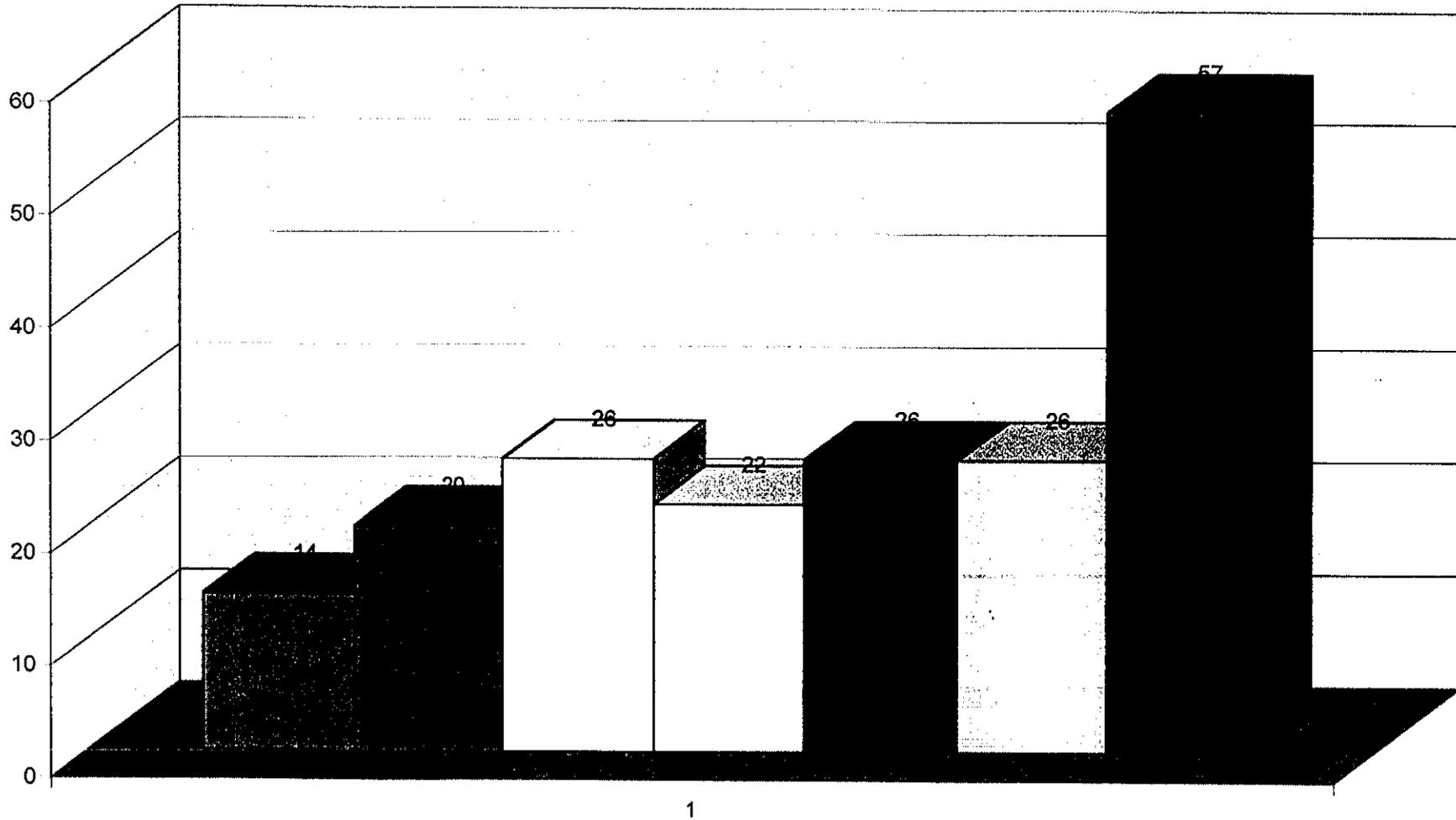
- Refinement of vision for sustainability,
- The establishment of 58 gardens,
- Training and equipping of 58 garden management committees,
- Training and equipping of 58 teams of well-diggers and masons,
- Training of producers from 58 gardens,
- Introduction of new varieties of vegetables (particularly Yiriwa Jaba) in 40 gardens,
- Retraining of staff on vegetable preserving techniques,

- Continued loan collection,
- Organization of exchange visits between garden management committees from Bougouni and Kolondieba,
- Exchange visits between Sennasigi and Jigiya in Bougouni and Kolondieba,
- General Assemblies of Sennasigi and Jigiya,
- Study visit by two water/well staff to Koutiala, and
- Study visit by twelve Save the Children staff to Enterprise Works for Yiriwa Jaba.

ANNEXES

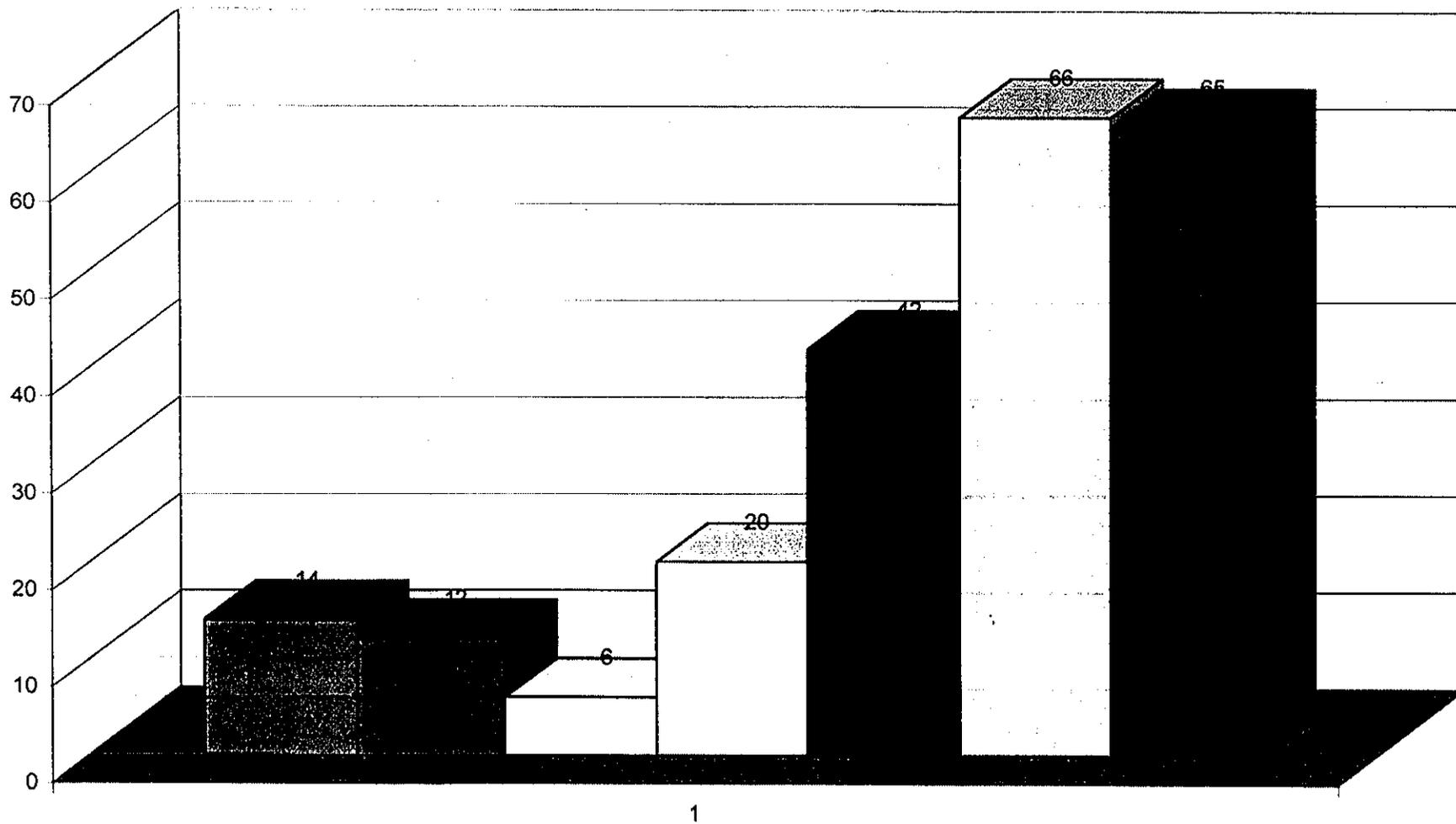
GRAPHICS OF INDICATORS

ESTABLISHED GARDENS



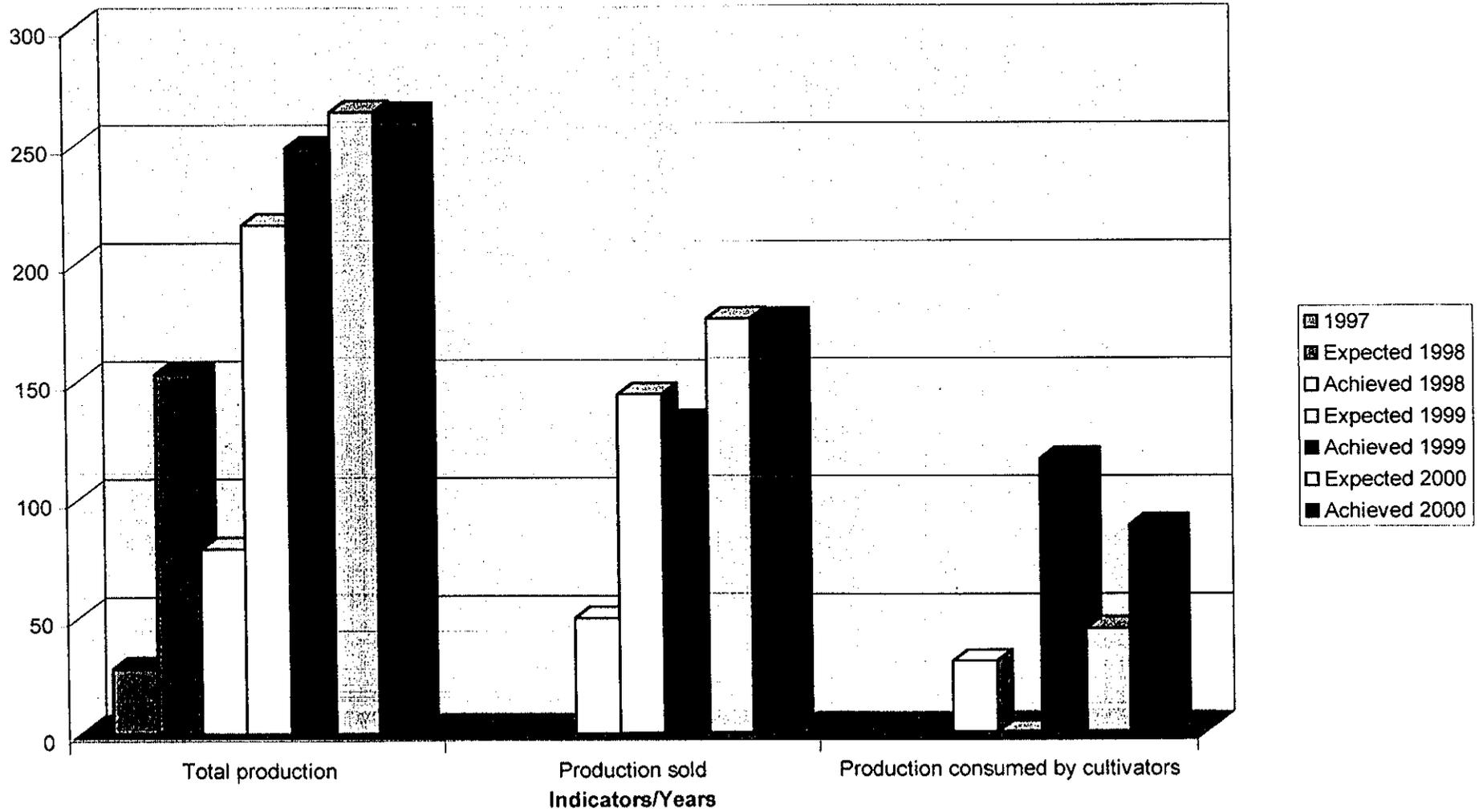
1997
 Expected 1998
 Achieved 1998
 Expected 1999
 Achieved 1999
 Expected 2000
 Achieved 2000

OPERATIONAL GARDENS



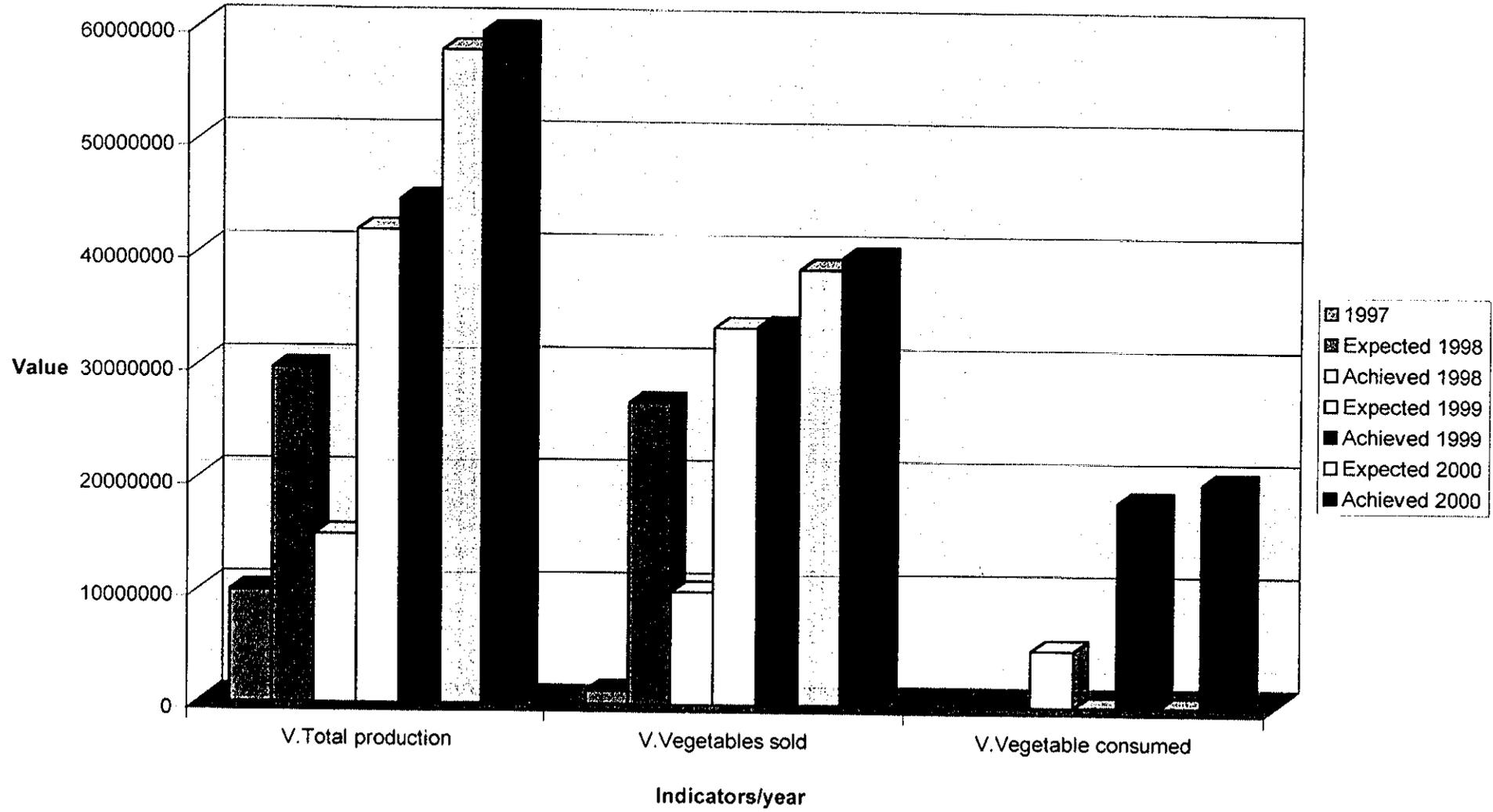
1997
 Expected 1998
 Achieved 1998
 Expected 1999
 Achieved 1999
 Expected 2000
 Achieved 2000

QUANTITY PRODUCED (in tons)

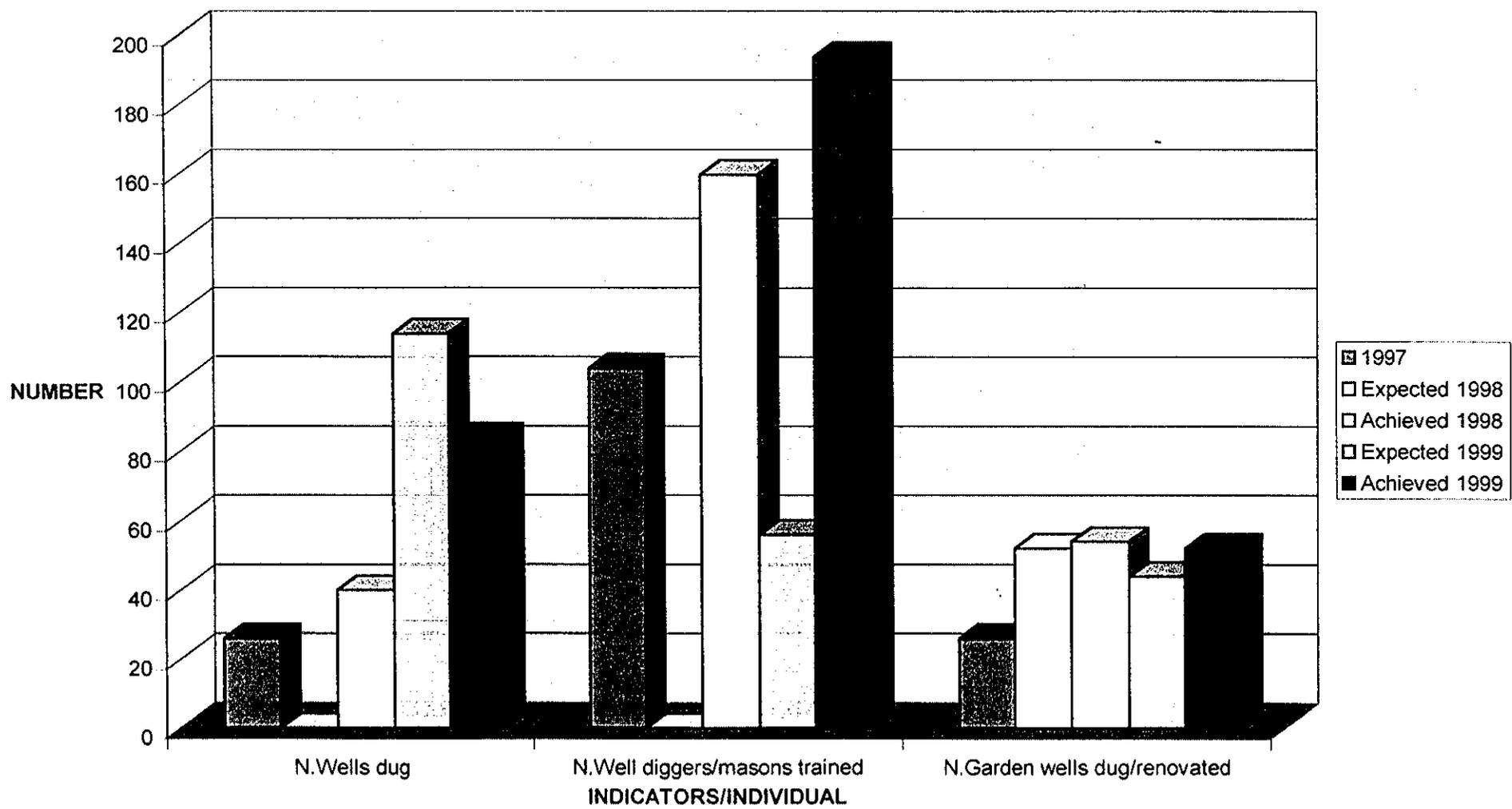


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PRODUCTION VALUE (F CFA)



NUMBER OF WELLS AND WELL DIGGERS



DEMOCRATIC GOVERNANCE

Annual Report

For the period

1 January – 31 December 2000

Save the Children

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

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Annexes:

1. USAID Democratic Governance Reporting Form
2. Annual Workplan 2001

List of Acronyms

<i>APE</i>	Association des Parents d'Élèves
<i>ASACO</i>	Governing association of <i>Health Center</i> --composed of Village Health Committee representatives
<i>CERPOD</i>	Center for the Study and Research of Populations and Development
<i>CO</i>	Community Organization
<i>CMDT</i>	Compagnie Malienne de Développement Textile
<i>DG</i>	Democratic Governance
<i>EMAC</i>	Équipe Multidisciplinaire d'Appui aux Communautés
<i>GA</i>	General Assembly
<i>GGLS</i>	Group Guaranteed Lending and Savings (Women's Solidarity Credit Groups)
<i>GRA</i>	Gender Relations Analysis
<i>ICPM</i>	Infirmière Chef de Poste Médicale
<i>JIGIYA</i>	Welldigging Cooperative
<i>PAD</i>	Programme d'Appui à la Décentralisation
<i>PAIP</i>	Programme d'Appui aux Initiatives Privées
<i>SC</i>	Save the Children
<i>SETADE</i>	Société d'Étude pour l'Assistance au Développement
<i>SENNASIGI</i>	Gardening Cooperatives
<i>SLACAER</i>	Service local d'Appui Conseil d'Aménagement et de l'Équipement Rural
<i>SMC</i>	School Management Committee
<i>SRI</i>	Statuts et Règlements Intérieur (Internal Rules and Regulations)
<i>VA</i>	Village Association
<i>VHC</i>	Village Health Committee
<i>ZAER</i>	Local Development Representative of CMDT

I. INTRODUCTION

USAID Strategic Objective 3:

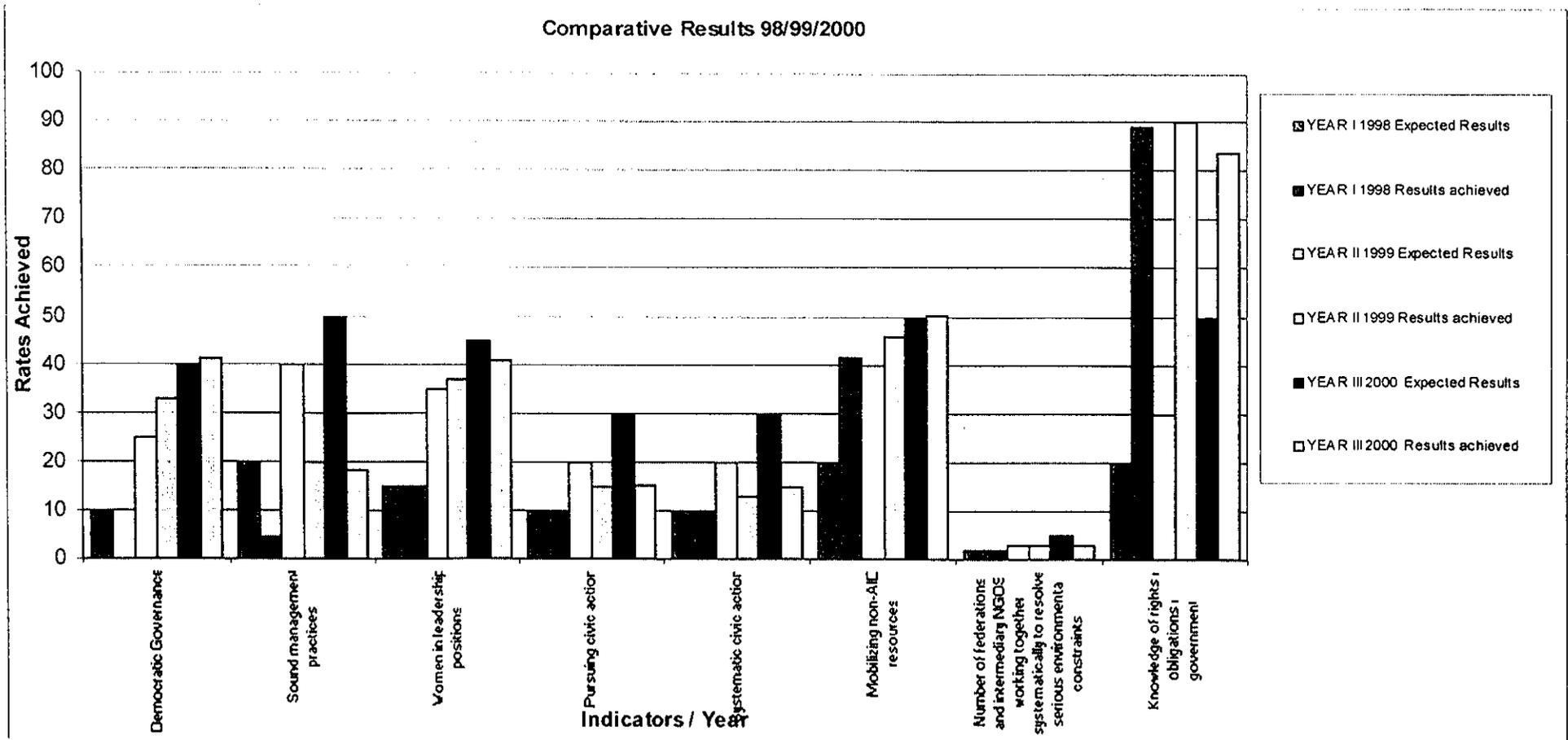
Community Organizations in Target Communes are Effective Partners in Democratic Governance, including Development Decision-making and Planning

Building on the momentum from the last quarter of 1999, the past year has strategically focused on efforts which complement and strengthen the decentralization process. As such, activities have specifically targeted the following civil society actors: community organizations and federations, NGOs, and community leaders. During this reporting period, Save the Children's Democratic Governance activities have involved 144 community organizations in 12 communes in the Kolondieba circle, bringing the total number of community organizations reached by this project to 347.

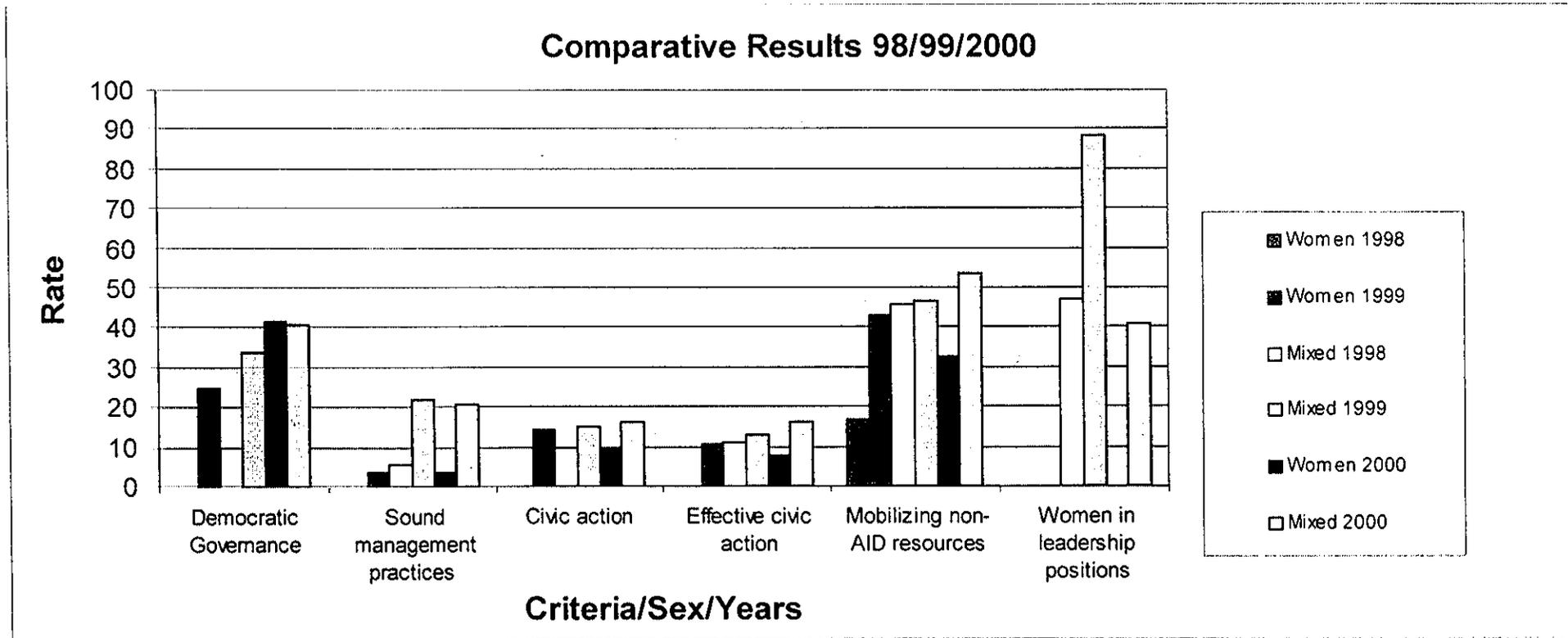
Of special note during this reporting period were the following:

- The launching and development of a strong partnership between Save the Children and the Malian NGO CEPROCIDE (Centre de Promotion de la Citoyenneté pour le Développement Durable à la Base),
- The USAID *DG Team Annual Review* with all PVO partners hosted by Save the Children in Kolondieba,
- A forum on democratic governance and decentralization involving a wide sampling of key stakeholders held subsequent to the *Annual Review*, and
- Gender fora in eight villages which brought together men, women, youth, and children for frank discussions of men's and women's roles in their COs and communities and the impact of these roles on development.

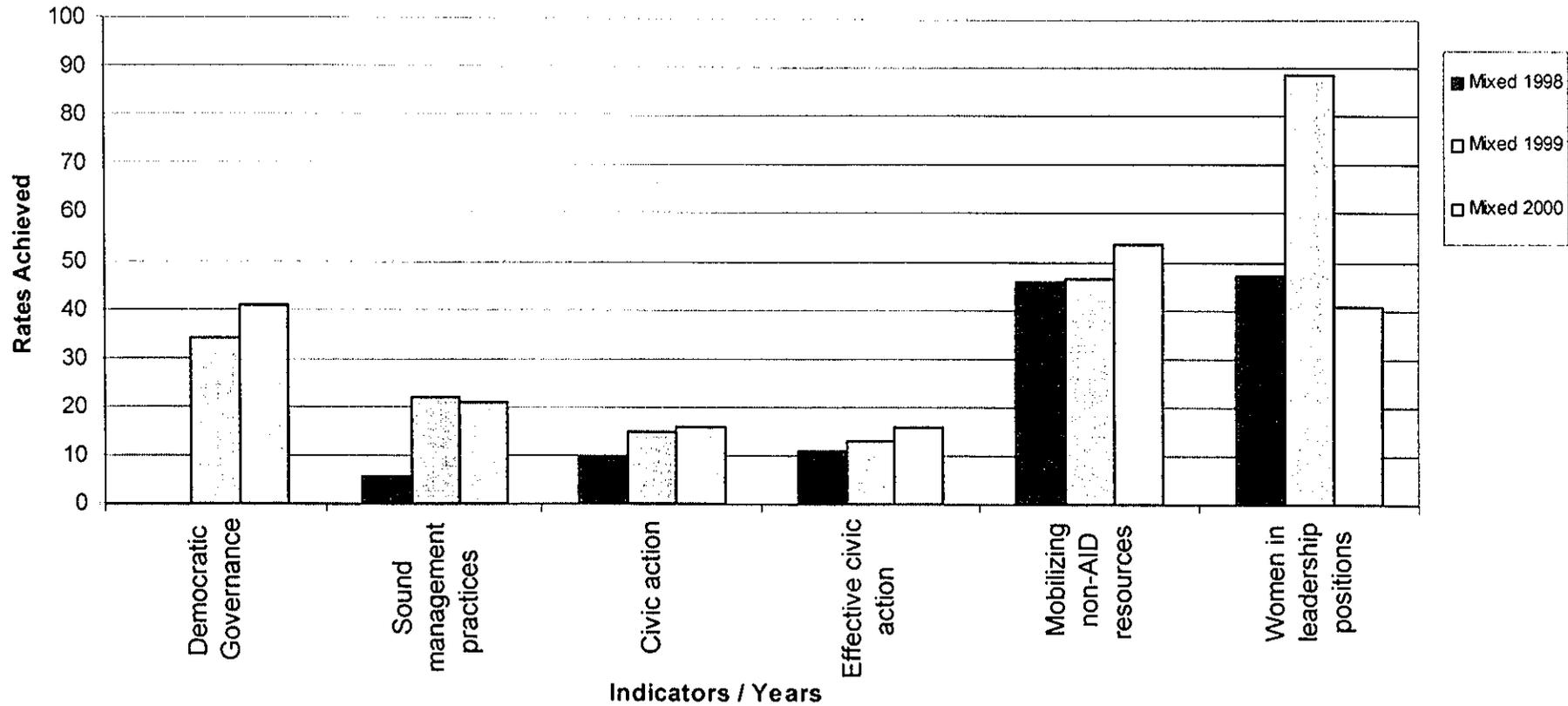
This report includes: quantitative data collected in December from 330 of the 347 COs, descriptions of the activities carried out and the population affected, and anecdotes of impact resulting from those activities.



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Comparative Results 98/99/2000



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II. Results

This annual report is an analysis of data and observations collected in the field from 320¹ community organizations and 10 federations of the 347² COs with whom SC partners. This information was collected in December 2000.

Categories and Types of Target COs in 1999

Category	Types		Communes					Total
	Mixed	Women	Mena	Kébila	Kadiana	Fakola	Kolosso	
SMC								
VA	61	2	6	23	13	10	11	63
ASACO	87	3	13	28	20	18	11	90
Primary APE	8	1	3	2	1	2	1	9
Radio Benso**	5	0	0	1	1	1	2	5
VGG	1	0	1	/	/	/	2	1
Faso Jigi *	10	3	0	7	2	3	/	13
Senassigi *	1	0	1	/	/	/	1	1
Jigiya *	1	0	1	/	/	/	/	1
Felascom *	1	0	1	/	/	/	/	1
GGLS	1	0	1	/	/	/	/	1
APE Federation *	0	19	2	10	2	4	/	19
Total	177	28	30	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.

• Categories and Types of Target COs in 2000

Category	Types		Communes						Total	
	Mixed	Women	Tousse-guela	Nangalasso	Tiongui	Kolon-dieba	N'Golo-diana	Soungouia		Farako
SMC	67	-	6	4	8	26	10	3	10	67
VGG	-	33	6	-	2	16	3	1	5	33
ASACO	7	-	1	1	1	1	1	-	2	7
Primary APE	7	-	1	1	1	1	1	1	1	7
GGLS	-	25	4	1	1	15	2	1	1	25
FELASCOM	1	-	-	-	-	1	-	-	-	1
APE (fed)	1	-	-	-	-	1	-	-	-	1
Faso Jigi	1	-	-	-	-	1	-	-	-	1
Jigiya	1	-	-	-	-	1	-	-	-	1
Sennasigi	1	-	-	-	-	1	-	-	-	1
Total	86	58	18	7	13	64	17	6	19	144

¹ The 17 COs where we were unable to collect data were all GGLS groups who had completed their lending cycle and were not available to meet with us.

² The total is 2 less than the figures noted by these tables. This is because the GGLS group in Mena is no longer functional and Radio Benso is in the process of re-organizing.

A. Results: Cooperative Agreement Program Indicators

Indicators	1998		1999		2000	
	Expected Results	Actual Results	Expected Results	Actual Results	Expected Results	Actual Results
% of COs which are democratically governed	10%	0%	25%	33%	40%	41.23%
% of COs with sound management practices	20%	4.76%	40%	20%	50%	18.19%
% of COs having one woman in a position of responsibility	15%	15%	35%	37%	45%	41.01%
% of COs pursuing civic action	10%	9.72	20%	15%	30%	15.15%
% of COs pursuing systematic civic action	10%	9.52%	20%	13%	30%	14.84%
% of COs mobilizing non-member, non-USAID resources	20%	41.66%	40%	46%	50%	50.30%
Number of federations and intermediary NGOs working together systematically to resolve serious environmental constraints.	2	2	3	3	5	3
% of COs that know their rights and responsibilities in relation to local government	20%	88.99%		30%	50%	83.64%

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 the individual to the organization. In other words, membership must be by free choice, without reservation or constraint.

Table 1:

Type of membership	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
Non-voluntary membership	7	13.46	44	15.83	51	15.45
Voluntary membership	45	86.54	234	84.17	279	84.55

In 84.55% of COs, membership is free and voluntary. Where membership is not voluntary, (15.45%), 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, considering the activity (education, health) of universal benefit (and need) where the entire population is considered a member.

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

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

Table 2:

Method of selection	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
Election of members by GA for a determined period	4	7.69	46	16.55	50	15.15
Election of members by GA for an undetermined period	1	1.92	13	4.68	14	4.24
Consensus by members	42	80.77	183	65.83	225	68.18
Selection by village authorities	0	0	17	6.12	17	5.15
Self-appointed	5	9.62	16	5.76	21	6.36

At this time, thanks to the technical support and hard work of the DG agents, nearly all of our CO partners have written by-laws which determine conditions of free choice and, through precisely defined mandates, establish a framework for the CO's management. The majority of our COs remain loyal to traditional means of choosing leaders (68.18%), in order to ensure harmony and social cohesion. The designated leaders are stringently held to 3-4 year terms (depending on the by-laws), creating a basis for smooth leadership transitions.

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

Regularly held general assemblies and board meetings allow members to be kept informed of CO issues. Meeting 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 the association. Through the attainment and maintenance of the target attendance rates below, the legitimacy of actions and decisions made by the CO will be enhanced.

Table 3:

Performance criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
Rate of participation in meetings >= to 75%	46	88.46	185	66.5	232	70.3
Rate of participation in meetings < 75%	6	11.54	93	33.45	98	29.69
Rate of participation in AG >/= 60%	38	73.1	136	48.9	174	52.72
Rate of participation in AG < 60%	14	27	142	51	156	47.27

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 financial questions, such as budget or activity planning. The COs which have most difficulty attaining this goal are the ASACOs, the primary APEs, and some GGLS associations. For ASACOs, this is because their membership is spread over several villages, and their membership is not well defined. As for APEs, lack of parental interest is often due to the politicization of the CO which sometimes 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 of members 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 guide how the CO functions. The 330 COs from whom data was collected are associations with different statutes and a context from traditional village organizations. While maintaining cultural values, the new context demands that the social contract which ties the members to the group be written. As seen below, the COs are rapidly adapting.

Table 4:

Performance criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No by-laws	30	57.69	42	15.11	72	21.82
By-laws exist	22	42.31	236	84.89	258	78.18
Written by-laws exist but no evidence	34	65.38	65	23.38	99	30
Written by-laws exist and proven	18	34.62	213	76.62	231	70

At present, 78.18% of COs demonstrate existence of written by-laws, compared to 21.82% who have not yet completed their written by-laws.

Our challenge now is to work with the COs to integrate, develop a sense of ownership, and translate the written by-laws into the daily functions of the COs.

5 - Synthesis of results for criteria measuring democratic governance

Table 5:

Percentage of target COs which are democratically governed						
Performance Criteria	Women D=52		Mixed D=278		Total D=330	
	Number	%	Number	%	Number	%
Four	22	42.31	114	41.01	136	41.2
Three	9	17.31	105	37.76	114	34.54
Two	17	32.69	53	19.06	70	21.2
One	4	7.69	5	1.8	9	2.72
Zero	0	0.00	0	0.00	0	0.00
Total	52	100	278	100	330	100

Meeting all four of the criteria is indispensable for effective self-governance. From the data gathered, we see that 42.31% of women's COs meet all four criteria (as opposed to 41.01% for mixed COs. Altogether, the result was very encouraging with 41.2% meeting these criteria, compared to a 40% expected result.

This result reflects the enormous efforts of the team to both maintain the gains made during the year as well as to bring the newly trained COs to the same level as the 'old' COs. Our challenge is to reinforce and improve these results.

A.2. Target COs have sound management practices

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

The criteria for sound and efficient management are related to 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 those responsible for managing funds. To this end, it is essential that finances be managed through written documents.

Table 1:

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No existence of formal financial system	16	30.77	69	24.82	85	25.76
Reported existence of formal financial system	36	69.23	209	75.18	245	74.24
Reported existence of formal financial system, but not proven	23	44.23	107	38.49	130	39.39
Proven existence of formal financial system	29	55.77	171	61.51	200	60.61

Among the COs we are working with, 74.24% have a formal system of financial management as opposed to 25.76% which do not. The percentage of those having a

formal financial management has slightly decreased since the last annual report due to the fact that the COs in new communes were in their first year of functioning.

The challenge 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=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
Yes	3	5.77	77	27.70	80	24.24
No	49	94.23	201	72.30	250	75.76

24.24% of COs produce financial reports versus 75.76% who do not. Those who do not produce reports are the APEs and the GGLS women's groups, which struggle with a low literacy rate.

2. Percentage of Target COs showing evidence of strategic planning

Table 2:

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
COs without strategic plan	31	59.62	72	25.90	103	31.21
COs with strategic plan	21	40.38	206	74.10	227	68.79
COs with 0-1 concrete objectives	44	84.62	117	42.09	161	48.79
COs with 2+ concrete objectives	8	15.38	161	57.91	169	51.21

The adoption of a strategic plan demonstrates that the CO has a vision. 51.21% of our target COs have projections which take into account objectives for institutional development and development of different sectors of the community. The VA, the VGG, and the ASACOs constitute the largest percentage of those with 2+ concrete objectives. Those who have not developed strategic plans, the SMCs, APEs, and GGLS groups, will receive intensive training and follow-up during the next year.

3. Percentage of COs with legal recognition

Table 3:

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No legal recognition	36	69.23	55	19.78	91	27.58
Legal recognition	16	30.77	223	60.22	239	72.42
Legal recognition but not proven by a document	41	78.85	80	28.78	121	36.67
Proven legal recognition from local authorities	11	21.15	186	66.91	197	59.70
Proven legal recognition by national authorities	0	0	12	4.32	12	3.64

At this time 72.42% of our partner COs were legally recognized and are registered at their respective town halls. The few without legal recognition had all taken the necessary steps and were waiting for their papers to be processed.

We believe that within a short period of time, all of our CO partners will be legally recognized.

4. Percentage of COs systematically collecting dues

Table 4:

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No periodic dues collection	33	63.46	170	61.15	203	61.52
Reported existence of systematic dues collection	19	36.54	108	38.85	127	38.48
Existence of systematic dues collection not proven	9	17.31	46	16.55	55	16.67
Proven existence of systematic dues collection	43	82.69	232	83.45	275	83.33

In general, COs such as VAs and SMCs consider that money taken from the cotton harvest and for school fees are systematic dues collection. They 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 83.33 % of COs collected dues, as noted by their official records.

5. Literacy rate of Target CO Committees

Table 5:

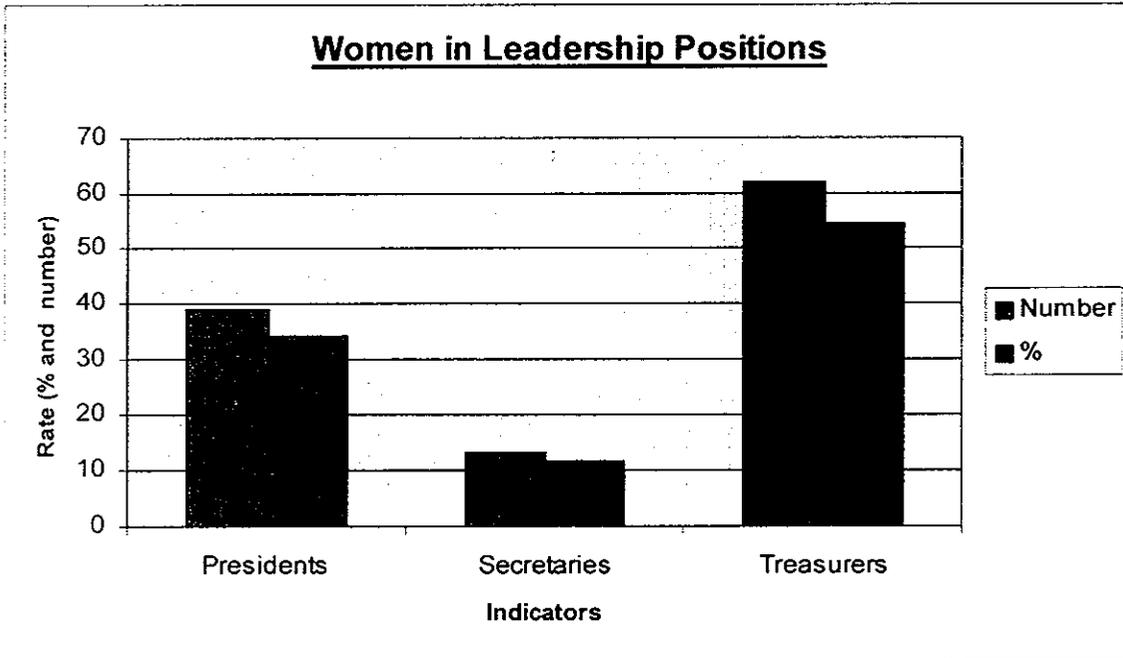
Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
80-100% literacy rate	7	13.46	41	14.75	49	14.85
<80% literacy rate	45	86.53	237	85.25	281	85.15

A major challenge of the DG program is the low literacy rates of the members. During the course of the data collection, an intensive 35 day literacy course was organized targeting illiterate CO members, bringing to a total of 2,188 CO members who have become literate through this project.

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

Table 6:

Criteria	Mixed (D=278)	
	Number	%
Gender analysis	250	89.93
Presence of women in leadership positions	114	41.01
President	39	34.21
Secretary	13	11.40
Treasurer	62	54.39



Of the 278 mixed COs, 114 or 41.01% have at least one woman in a position of responsibility. Of these 114, there are 34.21% which have women as president, 54.39% which have women treasurers, and 11.40% which have women as secretaries. These results indicate a significant increase of awareness of the importance of involving women in the management of community activities. The results augur well for COs strategically taking into consideration gender needs in their planning.

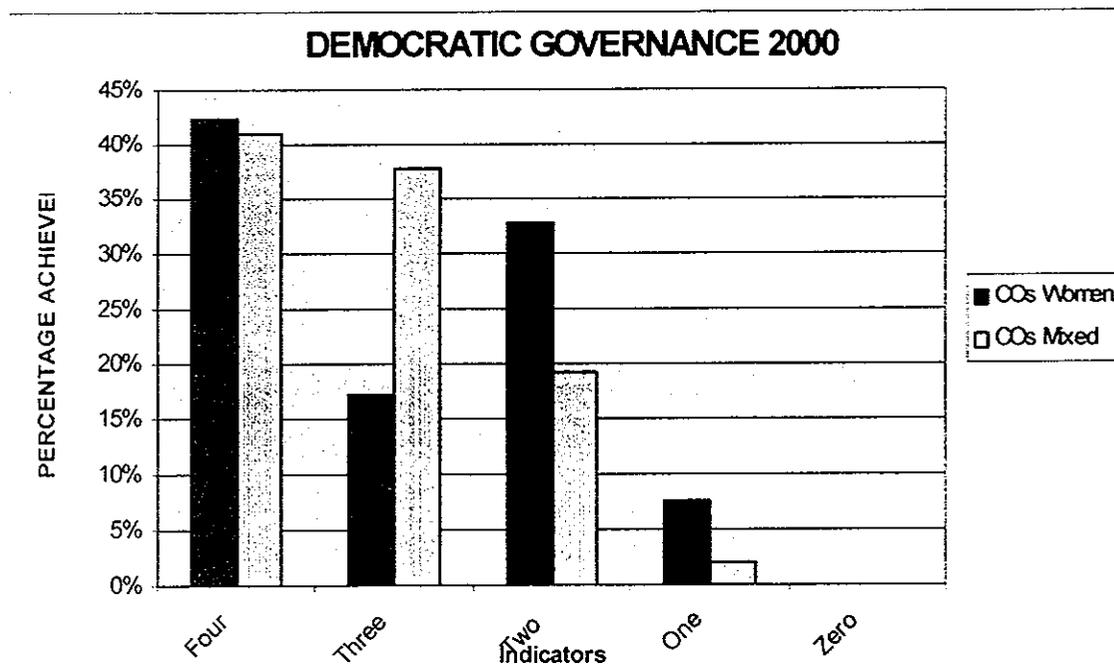
7. Synthesis of results for criteria measuring sound management practices

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=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
Six	0	0.00	3	1.08	3	0.91
Five	0	0.00	12	4.32	12	3.64
Four	2	3.85	43	15.47	45	13.64
Three	3	5.77	94	33.81	97	29.39
Two	17	32.69	65	23.38	82	24.85
One	19	36.54	52	18.71	71	21.52
Zero	11	21.15	9	3.24	20	6.06
Total	52	100	278	100	330	100

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In order to be considered to have sound management practices, a CO must meet at least four of the six criteria. 18.19% of the 330 COs surveyed meet this standard. Although less than the target of 50%, these results do indicate a strong mobilization of COs towards sound management practices. More than half (54.24%) of COs meet two or three of the criteria.

Efforts will continue to support COs in achieving targets for this indicator. The « sound management » indicator is often challenging due to the fact that most of the opinion leaders are very conservative and accept change very slowly. Also, for one reason or another, many of the new (year 2000) organizations have not begun to enforce the norms of sound management. It is also true that some COs do not have their own resources yet to manage.

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	43	82.69	196	70.50	239	72.42
Contact made but no decisions affected	5	9.62	37	13.31	42	12.73
One decision affected	4	7.69	37	13.31	41	12.42
Two or more decisions affected	0	0.00	8	2.88	8	2.42

In Kolondièba as elsewhere in Mali, populations live in a social climate of permanent distrust of local authorities, even after three decades of independence. This situation

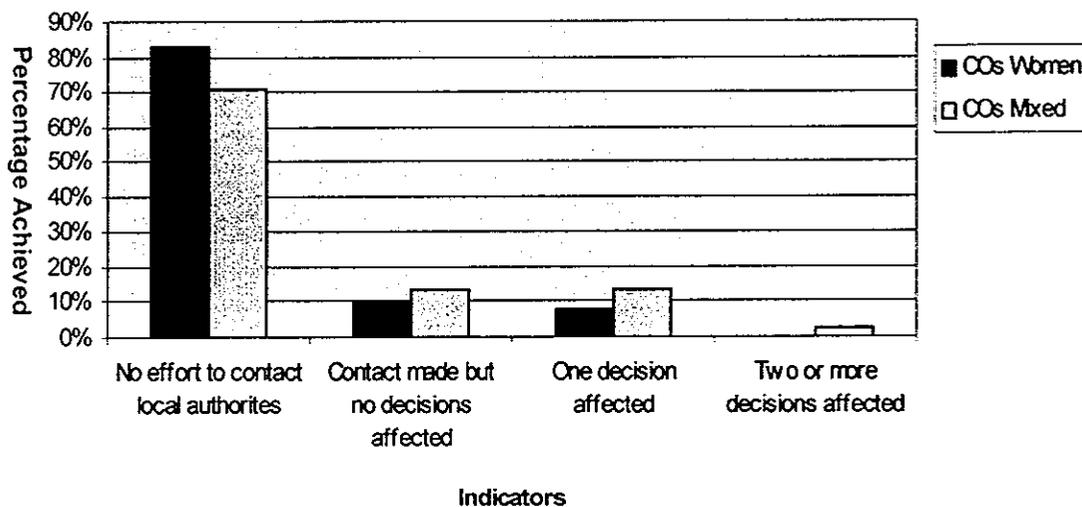
has negatively affected relations with local authorities. This climate of distrust creates a fertile ground for potential acts of resistance. We believe that this explains why 239 COs (72.42%) have not contacted local authorities to appeal decisions made, even when the need exists. This also explains why, of those who did, only 49 of them (14.84%) were able to change decisions.

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

Table A.4:

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No other confirmed sources	35	67.31	129	46.40	164	49.70
Other confirmed sources	17	32.69	149	53.60	166	50.30
Total	52	100	278	100	330	100

CIVIC ACTION 2000



Target COs collect funds other than their regular dues or the resources received from USAID. These resources come from the cotton profits for the VAs, collective fields and school gardens (ASACOs, SMCs), consultation fees, membership fees, membership cards (ASACOs), and members' 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 1,000 FCFA 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=52)	Mixed (D=278)	Total (D=330)
	%	%	%
COs in which 50% of members can explain the rights and obligations of the association vis-à-vis local government	88.99%	90%	83.64%

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

Table A.6

Performance Criteria	Women (D=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No. of federations which use at least 2 techniques of civic action	NA	NA	4	-	4	-

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=52)		Mixed (D=278)		Total (D=330)	
	Number	%	Number	%	Number	%
No partnership	3	5.77	15	5.40	18	5.45
Partnership established	49	94.23	263	94.60	312	94.55
Partnership established but no examples	47	90.38	207	74.46	254	76.97
Partnership with proven examples	5	9.62	71	25.54	76	23.03

The traditional distrust between populations and « the state » has created in the collective conscience an inferiority complex which effectively blocks any ideas of partnership. We do, nonetheless notice the beginnings of behavior change illustrated by the 23.03% of COs who have been successful in establishing partnering relationships with local authorities.

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

Table B.2:

Performance criteria	Women (52)		Mixed (D=278)		Total (330)	
	Number	%	Number	%	Number	%
No new services within the mission of the CO	24	46.15	91	32.73	115	34.85
New services or activities within the mission of the CO	28	53.85	187	67.27	215	65.15
New services or activities outside the mission of the CO	15	28.85	76	27.34	91	27.58
No new services or activities outside of the mission of the CO	37	71.15	202	72.66	239	72.42

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.

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=52)		Mixed (D=278)		Total(D=330)	
	Number	%	Number	%	Number	%
Number of COs whose members did not receive a training	1	1.92	1	0.36	2	0.61
Number of COs whose members have received at least one training	51	98.08	277	99.64	328	99.39
Evidence of organizational change	47	90.38	269	96.76	316	95.76
No evidence of organizational change	4	7.69	8	2.88	12	3.64

During the past ten years, Save the Children has developed training modules to reinforce the technical and organizational capacities of communities and COs 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 permitting COs to correct weaknesses in the daily functioning of their organizations. We see the results in the 95.76% of COs that show evidence of organizational change

III. Impact of Activities

The intense and diverse activities during this past year have had a very visible impact on both the life of the COs and the external environment, which has become far more receptive to the idea of change.

The « institutionalization » of open discussion about the role of COs in communal development, we feel, is a direct result of DG program activities.

As a result of training and ongoing support activities, CO leaders actively review and reflect on the structure of their COs, while previously the idea of community organizations was badly viewed and misunderstood by a population used to traditional organizations.

The passion and interest now shown for the DG program by the general population and newly elected officials-- the « *Democratic Governance and Decentralization* » forum, the radio broadcasts--attest to the progressive change in the thinking of the main players in local development. Specifically, at the communal level, our target COs, have shown positive progress in both their structure and organization.

The following cases help illustrate the transformation made by many COs:

In the Commune of Farako

- Following awareness raising about the importance of considering gender in the both the CO structure and the planning of CO activities, 14 COs proceeded with the restructuring of their Boards to include literate women in positions of leadership.
- In Digan, the GGLS program was never able to mobilize enough women to get off the ground. Today, following the collaborative efforts between the GGLS promoter and the CEPROCIDÉ trainer, there are now 7 GGLS groups which have formed an association of 42 members.

In the Commune of Bougoula

- Previously, any and all changes or financial transactions in COs here were characterized by confusion and misunderstandings. Now, thanks to the energetic efforts of the DG trainer, the GGLS group of Bougoula and the Garden Committee of Farafing restructured themselves through a fully transparent process and have had no further problems.

In the Commune of Tousseguela

- The « democratic self-governance » training workshops developed the capacity of 18 COs to use various record keeping tools, such as keeping minutes of meetings and all financial transactions. As a result each of the COs now has an up-to-date and well-maintained book of « minutes ».
- Following a 35 day literacy training program, the SMC Board of Sokolondié was dramatically re-organized. The village chief (who had been president of the Board) resigned so that one of the newly literate (who was also more available)

could run the CO. The chief's first aide, who was also the treasurer of this CO, also stepped aside in favor of a new-literate.

- After having participated in a 35 day literacy training program in Tienkounko, a woman from Zangoaula was elected secretary of her GGLS association.

In the Commune of Nangalasso

- The Nangalasso APE constructed 10 school benches, built rooms for a teacher, and then successfully recruited a professional teacher to whom they pay 60.000 fcfa per month. They look forward to recruiting more teachers during 2001 so as to avoid having double classes.
- In Dialakoro, the *School Management Committee* was re-vitalized and a woman was elected president.

In the Commune of Tiongui

- As well as putting in place administrative and financial management tools for all of the communal COs, a literacy center was built for both literacy and more DG training sessions.

In the Commune of N'Golodiana

- In Bogodougou, two members of the *School Management Committee* participated in the 35 day literacy course. On their return, they were made officers of the committee, serving in the positions of treasurer and stock controller.

In the Commune of Kébila

- The SMC of Bohi was able to successfully remove their school children from the tax roll. Contrary to Malian law which exonerates school children from paying taxes, the parents of these children had been paying taxes. After having sent emissaries to the « délégué » in Kolondièba to research all pertinent information about this issue, and having consulted communale and federale APEs, the SMC asked the administration to exempt these children from taxes. After a number of negotiations with the communal « délégué », the students regained their rights and will no longer be charged taxes.
- In N'Tountouroula, the CMDT agent who worked with the village, took some sacks of fertilizer from the storehouse without signing for them as the stockkeeper had suggested. After the stockkeeper brought this to the attention of the village association, it was decided to involve the mayor in the arbitration. The mayor, after listening to both sides, decided that the CMDT agent had not followed sound management principles. In spite of this intervention, the VA was refrained from contacting the higher CMDT officials in Kolondièba. Finally, the agent agreed to deliver a receipt for the taken goods.
- A variance between the cotton weighing done in the village versus that done at the weighing machine was noticed in Dialanikoro. After weighing the cotton at the village level, it was taken to the factory in Bougouni, where it weighed ½ ton less. When the VA leaders heard of this, they met to discuss a strategy to resolve this

problem. They decided to mobilize other VAs which had had the same experience and to approach their ZAER as well as the CMDT sector head in Kolondieba.

The VA president described what followed : « We contacted the head ZAER, we contacted the other VAs, but they didn't want to be associated with us. We then contacted the CMDT sector head in Kolondieba but he sent us to Bougouni. We were no longer able to understand anything. They sent us from office to office where we often waited in vain for meetings which didn't happen. We stayed for ten days in Bougouni to try to achieve our objective : which is to give the producers their due for a half ton of cotton. Discouraged, we returned to Dialanikoro...but we haven't given up. We will be meeting to discuss other strategies. We cannot abandon our 500 kilos. »

- In Kokouna Samba the village association protested against the downgrading of five tons of cotton. After the cotton harvest, the VA of Kokouna Sama let the CMDT know that the cotton was at the silo and ready to be weighed. In spite of many follow up calls, there was a long delay in the weighing, so long that rain damaged a large part of the production. After the village weighing, followed by the CMDT weighing, it was seen that five tons were downgraded to 2nd choice quality. After being informed of this by the CMDT, the VA asked to talk with CMDT officials. The VA held a meeting with the village authorities and other victims of the same situation, and together they decided to start the necessary negotiations to resolve this problem. Successively, the ZAERs, the CMDT regional and central management were contacted.

These different negotiations led to the CMDT, having been contacted by the Rural Development Ministry, to pay the producers in Kokouna Samba the difference for the five tons of downgraded cotton.

In the Commune of Mena

- The Djissan SMC after three years of efforts, had a state teacher posted to their « fondamentale » village school, which had been originally constructed with the assistance of Save the Children. During this time, the SMC, with the support of SC Education and DG agents, developed a strategy which involved the APE federation and the SMC of N'Tjinina in a joint action, and the state delegate to demonstrate that the village had fulfilled all of its fiscal responsibilities since September 2000. It was determined that all was in order and that they were due a teacher. This claim is today official with the posting No. 2000-309 IEF Bougouni III of a teacher.

As a result, the village of N'Tjinia, which is in the same situation, was also able to have a teacher posted in N'Tjinia.

In the Commune of Kadiana

- Debena is organizing itself to have a health center. After numerous DG discussions with the VA around citizen rights and responsibilities, the village

leadership realized what a burden it was for the population to be so isolated from the nearest health center (in Kadiana). Though only 7 kilometers away, Debena is effectively cut off and has great difficulty in accessing Kadiana. After a number of meetings, the VA raised the resources necessary to establish a health post which could offer immediate basic health services for the sick. After the health post was built, it was then necessary to raise the necessary resources to equip it to be operational. After negotiations with the Kadiana ICPM and the Kolondièba « médecin-chef », it was decided that an ex-8th grade student in Debena would be an assistant to the ICPM and would carry out nursing duties. A Debena birth attendant (« Matrone ») also received training and is ready to begin work. Following negotiations, the Debena leadership contacted the Regional Director of Health in Sikasso who officially opened the health post of Debena. Today the village is actively working with the Health Center of Kolondièba to ensure that it has all that is necessary for the functioning of this health post.

IV. Challenges Encountered/Lessons Learned

After two years of intense activity in twelve communes, with the new political reality of decentralization, certain challenges continue to limit our ability to achieve our programmatic vision. These are:

1. Building on the lessons learned and accomplishments of the first three years and ensuring that CO members internalize what has been reflected in their different written by-laws;
2. Institutionalizing discussion on the role of civil society in lobbying for local development;
3. Supporting civil society stakeholders to take full advantage of the rights which are already theirs;
4. Firmly establishing a culture promoting dynamic civic participation for a fair and lasting development in communities where we work;
5. Restructuring and strengthening federations so that they can fully play their role in leading and defending the interests of COs;
6. Concentrating on work with women's COs so that they will have confidence in their capacity and play as important a role as mixed COs in development activities;
7. Encouraging mixed COs to effectively integrate gender as a basic element of planning;
8. Ensuring ongoing stakeholder (CO members, elected officials, etc.) ownership of these DG activities;
9. Encouraging most of the SMCs to form federations and to integrate with APE federations; and

10. Facilitating an advocacy process so that community schools are officially recognized as a « utilité publique ».

Lessons Learned

Starting up a program in twelve communes during this reporting period also provided the opportunity for much learning. The following are some lessons which we will make use of to strengthen and improve our efforts:

✓ **Social and Cultural Environment**

We work in a zone where traditions are very much alive and are greatly valued by the population as a whole. Understanding and taking into account this socio/cultural reality is indispensable for us as we try to encourage a change in people's paradigm and behavior on both a personal and community level.

✓ **Collaboration between all players**

We will put in place a framework for regular exchanges between the different players in the same zone, with the idea of strengthening the quality of the support provided through coordinated efforts.

✓ **Local Institutional Environment**

We recognize the strategic importance of facilitating regular dialogue and fora for open discussion between all stakeholders of local development to promote the development of a common vision.

✓ **Staff and CO Exchange Visits**

Through this activity, the program will be enriched through new staff experiences and the broadening of CO perspectives.

✓ **Wide Involvement in Program Planning Activities**

It is obvious but we have learned through hard experience the importance of involving partners (CO and others) in program planning.

✓ **Using Local Radio**

Rural radio is a very effective tool for transmitting key messages... particularly through air time at key points in the day when there is a large audience.

V. Intersectoral Synergy

Beginning in Kolondièba, Save the Children envisioned a Democratic Governance program with a dual role of strengthening sectoral COs and ensuring the sustainability of these interventions. Strong committees are the backbone of all SC sector interventions whether health, education, commercial gardening, or GGLS. Thus we have worked hand-in-hand with all SC sectors and community partners to ensure that these COs would have maximal support. The following are specific examples of activities carried out with the different sectors.

Health

- 260 ASACO members from different CSCComs in our intervention zone received a 35 day literacy program, permitting them to more effectively carry out their responsibilities as managers of the CSCCom.
- All of the ASACO board members, in particular the president, secretary, and treasurer, received thematic training based on DG's strategic objectives.
- VHC members involved with the 'relais' or with the social mobilization of communities, received literacy training to enable them to keep village health records (the base of the health information system).

Education

- At least 200 SMC board members received training in *Democratic Governance* themes which now permit them to more effectively respond to the requests of SC's Education assistants, and which are the pillars of sustainability of the community schools.
- In addition, most of the supervisors and animators of SC's twelve partner NGOs in Education have received *Democratic Governance* training so that they, in turn, can support the needs of the nearly 650 SMCs they work with.
- 80% of the SMCs have written by-laws.
- 63.2% of the SMCs are legally recognized, following their work with the DG team. In addition, action is being taken to encourage SMCs to form together in federations to be able to more effectively advocate for their needs and rights.

Commercial Gardening/Wells

- At least 99 VGC members and 9 members of Faso Jigi, Jigiya and Sennasigi took part in different trainings which the DG team organized. Today the collaboration between Sennasigi, Jigiya, and Faso Jigi has sparked the creation of an advocacy framework between these three organizations around actions which are of mutual concern to each of them. For example, all three organizations are now involved in the bidding process review for the procurement of necessary equipment for this activity.

Microfinance

- In addition to DG training in which at least 175 GGLS representatives participated, the partnership with the microfinance sector permits many of the GGLS groups to re-enter the system after being removed following procedural misunderstandings.

Caring about overall communal strengthening, the DG team has been requested by the different sectors to help as advisors whenever there was felt need. This happened in Kouen, Findiala, and Sodioula (Kolondièba commune) where there was a need to help the communities understand that the community school is a village asset which will not survive without the support of all.

In Mena following a shortfall in village dues collection to support CSCCom operations, the DG team intervened, discussing with village leaders on the importance of their involvement if the CSCCom was to survive and to continue to benefit the entire population

The team also went to the commune of Dogo (« Aire de Santé de Toba ») to encourage two previously resistant villages to participate in CSCOM activities.

With a vision of a sound and efficient commune, the DG team has strategically concentrated awareness raising activities around Save the Children's «Équipe Multidisciplinaire d'Appui aux Communautés (EMAC) », supporting free and open discussion, taking into consideration the needs of the communities and the elected officials and helping to interface between these players. The EMAC also enables the DG team to know what is happening on a village level, and to enable the team to plan appropriate interventions.

VI. Partnership

Save the Children's approach to the promotion of *Democratic Governance* is based on working together to strengthen the capacities of all stakeholders working for sustainable development. Thus, with the objective of strengthening national NGO capacity, SC has, since January 2000, worked in partnership to carry out these program goals with CEPROCID (Centre pour la Promotion de la Citoyenneté pour un Développement Durable).

In addition, to facilitate a common understanding of our philosophy, goals and strategies, as well as to exchange experiences, our team is in constant contact with others working in the field : SETADE, SLACAER, CMDT, ADIB, Radio Benso, Helvetas/PAD, ARKOD, and ADAC.

Certainly a highlight of this past year was the *Democratic Governance and Decentralization Forum*, held in Kolondièba and attended by all USAID's DG partners as well as national, regional, and local officials.

The importance of strong local partnership is also something which cannot be overstated. On April 27th, there was a dynamic exchange between village heads, COs, technical services, delegates, and elected communal officials to discuss issues of common concern around local development. This forum was an opportunity to break down the walls of distrust through dialogue, as well as to encourage follow up exchange visits to share experiences.

As for inter-agency partnership, we have been fortunate during this past year to have contact with many PVO and NGO colleagues through exchange visits. Our DG team, along with selected CO leaders, was able to visit both CLUSA and CARE Mali projects during this reporting period.

With our nearby colleagues (PAD/HELVETAS, ACOPEL, SLACAER), we have ongoing discussions around our activities and common concerns. At their request, other players, such as CMDT, PAI-EAU/HELVETAS, CAP1 and CAP2, we have also instituted regular meetings to increase awareness of one another's activities and preoccupations.

VII. Plans for 2001

Within our strategy through FY 2002, our activities during the coming year will focus on the following:

- Extending the program to the COs in the circle of Bougouni
- Holding an introductory workshop for the Bougouni program
- Consolidating the achievements in Kolondièba
- Strengthening staff capacities
- Strengthening the partnership with OMAES around advocacy
- Supporting SC's 12 Malian NGO partners in their use of DG principles in their work with SMCs
- Strengthening relationships with the rural radio stations of Bougouni as well as Kolondièba
- Organizing a « Citizenship Caravan »
- Organizing a forum around citizenship and local development
- Establishing and equipping an « Action Center » which will be a focus for civil society strengthening activities
- Establishing a place where COs can meet and discuss

ANNEXES

1. USAID Democratic Governance Reporting Form
2. Annual Workplan 2001

Annex 1 : USAID Democratic Governance Reporting Form

SO 3 Democratic Governance Strategic Objective

COs 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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										21%
1998	/	1.19%								
1999	/	12.31%							25	
2000	/	23.03%							30	
									40	

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										38%
1998	/	23.80%								
1999	/	19.49%							40	
2000	/	27.58%							45	
									50	

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

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										6
1998	10%	3.57%								
1999	20%	10.77%							6	
2000	30%	2.42%							10	
									10	

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

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								N/A
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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	10%	0%								0
1999	25%	39.48%								20
2000	40%	41.13%								40
										60

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	20%	4.76%								5
1999	40%	41.03%								10
2000	50%	47.23%								20
										40

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	10%	9.52%								38
1999	20%	12.82%								40
2000	30%	14.84%								45
										50

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	15%	15%								
1999	35%	42%								
2000	45%	41.01%								

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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	10%	9.72%								
1999	20%	14.87%								
2000	30%	12.73%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	20%	41.66%								35
1999	40%	46.15%							40	
2000	50%	50.30%							45	
									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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	75%								75
1999	/	90.77%							80	
2000	/	95.76%							85	
									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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	2	2								10
1999	3	4							12	
2000	5	4							20	
									26	

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	2								2
1999	/	2							5	
2000	/	4							10	
									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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										61
1998	/	2								65
1999	/	3								70
2000	/	3								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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	2								
1999	/	2								
2000	/	4								

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

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

IR 3.1.2 # of target intermediary NGOs and Federations sustainably engaged around issues of mutual concern

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	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	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								0
1999	/	2							8	
2000	/	2							12	
									18	

IR 3.1.2.2 Intermediary NGOs and Federations use civic action techniques

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	2								
1999	/	2								
2000	/	4								

Annex 2:

Democratic Governance Workplan : 2001

I. Kolondièba : Consolidation

<i>N°</i>	<i>ACTIVITIES</i>	<i>WHEN</i>	<i>LENGTH</i>	<i>TARGET/PARTICIPANTS</i>	<i>EXPECTED RESULTS</i>
1	Refresher training in civic action and advocacy	January	3 days	1,735 members of COs/Federations in 12 communes of the district	1,735 members trained in civic action and advocacy
2	Training in sound and efficient management	January	3 days	1,735 members of COs in 12 communes	1,735 members trained in principles of sound & efficient management
3	Refresher training in financial sustainability and women's leadership	January	3 days	1,735 members of COs in 12 communes	1,735 members trained in financial management
4	Training in decentralization	February	5 days	1,735 members of COs in 12 communes	1,735 people trained
5	Training of community "relays"	May	15 days	60 members of COs in 12 identified communes to play this role	60 CO "relays" trained in DG indicators
6	Training in self- governance (written by-laws: opportunities and application constraints)	January	3 days	1,735 members of COs in 12 communes of the district	1,735 people trained in self-governance
7	Training elected members and communal agents in DG concepts and indicators	February	5 days	216 counselors and communal agents from 12 communes	216 counselors and agents are trained
8	Forum on Decentralization	March	1 day per commune	- Members of 347 COs - Village counselors - Other actors from the commune (technical services, supervision, NGO support partners)	All the communal stakeholders will have participated in the forum
9	Designing & production of theater plays on all the indicators of DG	January - March	-	District village communities	Theater plays produced
10	Caravan of Citizenship/contests on DG indicators	-	10 days	Communities of the 12 communes of the district	All 12 communes covered by the caravan
11	Equipment of the action centers (teaching manuals, pedagogical booklets, other documents translated into Bambara)	April	-	Five test villages in the 12 communes of the district	Action Centers are built and equipped
12	Exchange visits between COs and PVOs	May	7 days	Members from the 12 COs of the district	The representatives of 12 COs and the COs of other PVOs will have opportunity to exchange on challenges and possible

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					solutions
13	Radio shows (96 broadcastings)	January – December	-	Communities of the 12 communes of the district	Populations are informed about the indicators
14	Organization of quarterly review on governance	March, June, September, December	-	DG Agents of SCF and other sectors and partner NGO CEPROCIDÉ	Information sharing with team members
15	Annual gathering of DG data	November – December	-	347 COs from the 12 communes of Kolondièba	Qualitative data gathered for 2001 annual report
16	ASACO meeting	April	2 days	Representatives from 14 ASACOs, ICPM, VHC and other sectors	Reinforced collaboration between VHC and ASACO
17	Introduction of the Child-to-Child Approach	January	10 days	60 community “relays”	60 community relays trained
18	Gender training for local elected members	February	3 days	216 elected members from 12 communes	216 members trained
19	Gender training for CO members	March	3 days	1,735 members of CO	1,735 members trained
20	Leadership training for women leaders	April	5 days	50 women leaders	50 women leaders trained
21	Civic action and advocacy training for women leaders	April	5 days	50 women leaders	50 women leaders trained
22	Training of NGO managers and technical services in support for women’s leadership	May	5 days	NGO managers and technical services	30 managers trained

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II. Bougouni : Strengthening the Capacity of 387 New COs

N°	ACTIVITY	WHEN	LENGTH	TARGETS/PARTICIPANTS	EXPECTED RESULTS
1	Gathering data on the 387 COs of Bougouni	November - December	15 days	387 target community organizations	Qualitative data is gathered for the 2001 annual report
2	Introductory workshop of DG program in Bougouni	January	2 days	Government representatives, technical services, NGOs, mayors and counselors, traditional authorities, financial partners	Partners are better informed about the DG program
3	Training in self-governance	January	3 days	Participants from 387 COs of Bougouni (1,935 people)	1,935 people are trained in self-governance indicators and better understand the importance for a CO of a solid organization and sound management
4	Training in sound management	January	3 days	Participants from 387 COs of Bougouni (1,935 people)	1,935 people are trained in the themes related to sound management and are made aware of basic principles of the transparent management of CO assets
5	Civic action training	January	3 days	1,935 participants from 387 COs	1,935 people trained in civic action and advocacy techniques
6	Training in financial sustainability and women's leadership	February	3 days	1,935 participants from 387 COs	1,935 people (from 387 COs) will be understand key issues around sustainability, negotiation with other partners, and be introduced to other resource generating strategies
7	Decentralization training for COs	March	5 days	1,935 participants from 387 COs	1,935 people are trained in decentralization and understand the general principles of the functioning of a commune
8	Democratic Governance and Decentralization Forum	April	1 day	Main stakeholders of communal development (COs, mayors, delegates, traditional authorities, NGOs, donors)	Communal development stakeholders have an exchange about development challenges and the future of the commune
9	Design & production of theater plays	April May	-	Communities of 21 target communes	Different scenarios based on the DG indicators are developed and are passed on through plays to the public
10	Radio shows (96 broadcastings)	January	-	Communities of the 21 communes	96 emissions are broadcast for the public

11	Exchange visits between PVOs	December May	-	Members of COs from the 21 target communes	Leaders of 21 COs will have participated in exchange visits
12	Meeting of ASACOs	April	1 day	16 ASACOs, ICPMs, and other stakeholders	Representatives of 16 ASACOs and ICPMs will have shared ideas about difficulties encountered, successes, and the future.
13	Literacy <ul style="list-style-type: none"> • Training of trainers • Refresher training for neo-literates • Literacy sessions 	Oct. 2001 Dec. 2001 Jan-Feb. 2001	15 days 20 days 35 days	200 people 2,250 people 2,500 people	2,250 people will have received refresher training. 2,500 people will have received literacy training and will be able to read and write.
14	Equipping literacy centers	December	-	190 centers	The equipment will enable the centers to be operational and will support communities continuing this activity in the future.
15	Data gathering for 2001 annual report	November - December 2001	15 days	387 COs of Bougouni	This data gathering is a means of monitoring CO accomplishments during the year.

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III. Training for the staff :

N°	ACTIVITY	WHEN	LENGTH	TARGETS/PARTICIPANTS	EXPECTED RESULTS
1	Staff training in micro project design (SC Private)	February	6 days	30 agents of the DG Team SC/CEPROCIDE	This training will reinforce the capacity of the staff and enable staff to better assist COs.
2	Staff training in decision making	March	15 days	30 agents of the DG Team and SCF/CEPROCIDE	The module « Decision Making » provides a variety of tools for the strengthening of COs.
3	Training in SARAR/MARP (SC Private)	April	10 days	30 agents of the DG Team and SCF/CEPROCIDE	The « SARAR » method is a participatory development method which will facilitate the agents' support of COs.
4	Introduction to use of EPI-INFO software (SC Private)	May	6 days	DG SCF + CEPROCIDE (6 people)	EPI-INFO will help management to produce timely reports and other documents for strategic analysis
5	Computer software training for DG Team and CEPROCIDE (in Word and Excel) (SCF Private)	May	May to December	30 agents of DG Team and CEPROCIDE	With higher levels of computer skills agents will be able to more efficiently produce reports
6	M & E training for DG personnel	June	10 days	30 agents of DG Team and SCF /CEPROCIDE	This training will develop internal capacity for M& E.
7	Study trip to Haiti or Rwanda	April	15 days	Management of DG	This trip is an opportunity for the DG team to have an exchange with teams of Haiti or Rwanda about experiences with decentralization.

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