

SEMI-ANNUAL REPORT

January – June 2001

*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.

COMMUNITY SCHOOLS

Semi-Annual Report

for the period

1 January – 30 June 2001



Save the Children

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

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List of Acronyms

Community Schools Program

CAP	Centre d'Animation Pédagogique
CEP	Certificat d'Etudes Primaire (6 th grade leaving exam)
CNE	Centre National de l'Education
DG	Democratic Governance Program
AE	Académie d'Enseignement
Ecom	Community School
FACETS	Family and Community Empowerment and Training Systems
GRM	Government of the Republic of Mali
ME	Ministère de l'Education
MOH	Ministry of Health
PISE	Programme d'Investissement dans le Secteur de l'Education
SAGE	Strategies for Advancing Girls' Education
SC	Save the Children
SMC	School Management Committee

I. Introduction

During the past semester, we have continued to support communities' efforts to provide access to quality education for all children in our partner villages. Last semester's activities in the community schools program focused on improving the quality of the education and on the reinforcement of partnerships. These endeavors have been guided by our vision of:

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 opportunities for boys and girls in a supportive environment.

This semester, we have developed and implemented a number of long and short-term strategies to turn this vision into reality. These strategies include:

- reinforcing and restructuring partnerships with national NGOs;
- focusing on improving the quality of education through reinforced teacher coaching, in-service teacher training, and the provision of books;
- reinforcing the capacity of SMCs through trainings in relevant themes;
- reinforcing collaboration with the Académie d'Enseignement (AE), the Centre d'Animation Pédagogique (CAP), the Mali Ten Year Education Program, PRODEC, and the Mission de Décentralisation; and
- Continued collaboration with PVOs World Education and Africare.

We are encouraged by the results achieved over the last six months and would like to highlight the following:

- The mid-term evaluation of the community schools program was conducted;
- 50% of the first generation of community school students passed the DEF, the secondary education entry exam;
- 31% of community school students who sat for the CEP passed, and are now ready to attend school in government public schools;
- Girls who passed the CEP represent 27% of community school students who passed the exam, a solid improvement over the 21.2% from last year;
- Community school graduates who were in grade 8 in Kolondièba have all qualified to move up to grade 9.
- Mali hosted the SC Education Program Learning Group for Africa; and
- The community school program was visited by two US Congressmen who were impressed by the efforts of SC, World Education, SAGE and USAID, and have consequently successfully lobbied in Congress for increased funding for basic education.

II. Progress Towards Results 2001

IR2.1 Increased Access to Basic Education including Life Skills

ACCESS				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Gross access rate: Overall 85%	Girls = 80% Boys = 90%	Girls = 72% Boys = 88%	Girls = (8%) Boys = (2%)	Girls = 90% Boys = 98%

This year SMCs recruited 6,162 new students (3,371 boys and 2,791 girls). While the overall enrollment rate remained stable, there was a slight increase in girl's enrollment from 71% to 72%.

Sikasso Region public school average is 40.5%¹

ACCESS				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Gross enrollment rate: Overall 70%	Girls = 60% Boys = 70%	Girls = 50% Boys = 57%	Girls = (10%) Boys = (13%)	Girls = 83% Boys = 81%

During the course of the school year, dropouts are fewer than in between two academic years. Our experience suggests that many students who travel to the Côte d'Ivoire during the summer do not come back when school resumes. Further investigation is needed to establish accurate statistics on these dropouts.

Sikasso Region public school average is 48.7%²

ACCESS				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
777 community schools established	777	787	+10	101%

¹ Source: CPS Annual Statistics, December 2000

² Source: CPS Annual Statistics, December 2000

Our back-to-school report reads 782 functioning schools in January 2001. Some schools which were temporarily closed, at the time of the back to school data collection in December later reopened, bringing the number of schools to 787.

ACCESS				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
518 additional classes	140	173	+33	123%

We supported the construction of 173 additional classrooms making schooling possible for 6,122 new students who otherwise would not have attended school.

ACCESS				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
55,000 pupils attending, most of whom would never otherwise have attended school	52,000	46,286 as of June, 2001 (47,502 as of October, 2000)	(5,714)	89%

The Continuation Application target of 52,000 students for 2001 was not met, although more classrooms were built than expected. Community school villages are generally small (500-900 inhabitants) and do not provide enough 7 year old children every three years for the recruitment of a new cohort. Our statistics show a total student population of 46,286 in a curve that peaks in grades 3 and 4, with fewer children in grades 1 and 6. Considering the gross access rate of 80% in the Community School villages, experience has shown it is not realistic to target more than 50,000 students without an expansion of the program to new villages. Retention has improved following our joint efforts with SMCs to encourage parents to keep their children in school. This year the dropout rate is 3.4% as opposed to 3.9% last year. The table below shows the details.

DROPOUT TABLE

Drop-outs by grade and sex					Percentage of drop-outs by reason		
Grade	Sex	Enrolled	Drop-outs	%	Reasons	Drop-out by reason	%
1	Girls	2791	26	0.93	Financial hardship	151	9.33
	Boys	3371	19	0.56	Death of a parent	21	1.29
	Total	6162	45	0.73	Death of the student	20	1.23
2	Girls	2652	54	2.04	Family moved	26	1.60
	Boys	3235	46	1.42	Learning Difficulties	288	17.7
	Total	5887	100	1.70	Exodus	245	15.1
3	Girls	4980	123	2.47	Labor (farm-work, housework)	440	27.1
	Boys	6067	104	1.71	Sickness	58	3.58
	Total	11047	227	2.05	Marriage	154	9.51
4	Girls	5861	189	3.22	Parents' divorce	17	1.05
	Boys	6888	166	2.41	Other family reasons	10	0.61
	Total	12749	355	2.78	A parent opposing child's schooling	3	0.18
5	Girls	4001	177	4.42	Student's refusal to attend school.	30	1.85
	Boys	4635	144	3.11	No reasons reported (blank)	46	2.84
	Total	8636	321	3.72	Transferred to another school	67	4.14
6	Girls	1253	256	20.47	Other reasons	42	2.59
	Boys	1768	314	17.76	Total	1618	100
	Total	3021	570	18.86			
Total		21,588	325	1.50			
Total		25,916	494	1.91			
Total		47,504	1,618	3.4			

In each grade, girls exhibit a higher dropout rate than boys. As students advance, a higher percentage of girls dropout. Although the overall dropout rate decreased slightly this year from 3.9 to 3.4%, dropouts in 6th grade were very high. The reasons reported for this high dropout rate in 6th grade include primarily: marriage, traveling to the Côte D'Ivoire to work, and learning difficulties.

Some SMCs are not strict about recruitment of new students. Our observations suggest that newcomers sometimes replace students who are pulled out of school. This sometimes occurs regardless the level of the class and the appropriateness of the replacement. We sometimes see nine year old children in grades 5 and 6, and these new students, of course, encounter learning difficulties. In general, when they cannot cope at all, they dropout. When schools opened last year, there were 3021 students in grade 6, and by May there were 2451. 570 6th grade students left during the year. As the community schools are integrating the mainstream system, all SMCs will be encouraged to fully comply with enrollment regulations. Next October, all the community schools will have a school Director. This Director, a designated teacher, will be responsible for following up on appropriate recruitment and other

school administrative matters. The Directors will be registered with the CAPs as the community school's contact person.

This year the overall dropout rate for girls decreased to 3.83 from 4.72%. Girls are usually pulled out of school for marriage. Although the dropout rate for girls improved slightly, it is not satisfactory. We will continue to initiate activities that are likely to increase girls' retention. More teachers will be trained in girl friendly teaching techniques, and incentives for girls' education will be provided. These incentives will include prizes to schools with high retention rate.

IR2.2 Improved Quality of Basic Education

Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Quality		
		Results Achieved	Difference	% Achieved
4 th grade attainment rate Boys 85% Girls 85%	Boys: 82% Girls: 82%	Boys: 93% Girls: 79%	Boys: +11 Girls: (3)	Boys: 113% Girls: 96%

Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Quality		
		Results Achieved	Difference	% Achieved
6 th grade attainment rate by sex Girls: 60% Boys: 80%	Girls: 60% Boys: 70%	Girls: 45% Boys: 53%	Girls: (15) Boys: (17)	Girls: 75% Boys: 75%

More boys than girls reached grade 4 and 6. This reflects the low importance accorded to girls' education. SC and partner staff and SMCs are encouraging parents to keep girls in schools. In collaboration with SAGE, we have trained some teachers in girl friendly teaching techniques. We intend to train more teachers to use these techniques. Specifically for girls, early marriage remains a problem. Looking at the dropout table, 154 girls dropped out for marriage. Girls are usually pulled out of school and wed when they are 13 or 14, which generally corresponds with the 5th and 6th grades. We will continue our awareness raising work with SMCs, in collaboration with our gender staff and SAGE.

Quality				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
CEP exam pass rate 60%	30%	31.77%	1.77%	105.9%

The table in the appendix lists the successful CEP candidates. This year, 1,706 students (554 girls and 1,152 boys) sat for the exam, and 542 passed (147 girls and 395 boys). The pass rate respectively for girls and boys was 26.53% and 34.29%. The pass rate in the area of Sikasso is 45%.

However, it is important to note that this year in some community schools, Save the Children, Malian NGO partners and the CAPs did not register students who were judged to be lacking minimal qualifications needed for the CEP as they failed to score 3 of 10 in the two quarterly tests conducted by the CAPs. Every year some enrolled students do not take the CEP for various reasons, but non-registration for poor performance was not widely practiced in Save the Children zones in previous years, and was more systematically employed this year in the Save the Children zones. The number of students who were not registered for the CEP for performance reasons this year is unclear. However, this practice renders direct comparisons with last year's pass rate difficult.

Improving the quality of education in the Save the Children community schools is a priority challenge for Save the Children, and success on the CEP is also an important component of integration of community schools into the mainstream system. However, the CEP pass rate is not an entirely accurate measure of community school student performance and quality. Students in the community schools are challenged by the CEP because:

- The CEP is in entirely in French while their schooling is in French and Bambara;
- Community school students often take the exam under more difficult conditions and in more distant locations than public school students; and
- The rural environments where community school students grow up are generally isolated, and feature very low levels of literacy and formal education, resulting in fewer educated role models and less availability of educational materials; and
- The fact that community school students pass to the next level automatically offers many benefits, but some community school students end up taking the exam who would not reach that stage in the public schools.

Save the Children will persist in efforts to conduct the PC version of the CEP in some community schools in 2002, and to improve the conditions under which students take the test.

Quality				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Life Skills Test	To achieve by end of project	N/A	N/A	N/A

We developed elements of a *Life Skills Test* but did not conduct it in May as planned. Grade 6 students and SC staff were so engrossed in preparing for the CEP exam that we thought it wiser to postpone the *Life Skills Test*. It is now rescheduled for next year.

Quality				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Gender parity in all forms of achievement	To achieve by end of project	N/A	N/A	N/A

Results from the CEP exam still show a great difference between boys' and girls' achievement, but they also show some improvement from last year. This year 395 boys and 147 girls passed the CEP. Thus 27% of students who passed the exam were girls compared to 21.2% last year. 26.53% of girls taking the exam passed it, while 34.29% of boys passed. This improvement is encouraging and we believe the improving results for girls will gradually help to change the paradigm surrounding girls' education.

NGO	Girl candidates	Boy candidates	Girls passing	Boys passing	% Girls	% Boys
AID-MALI	28	32	8	13	28.57	40.63
AMPJ	20	31	4	12	20.00	38.71
ASG	44	132	14	65	31.82	49.24
CRADE	118	226	32	68	27.12	30.09
GADS.MALI	48	98	4	17	8.33	17.35
GRADE.BANLIEUE	17	27	6	13	35.29	48.15
GRAT	32	57	15	27	46.88	47.37
PADI	32	68	9	32	28.13	47.06
SC	215	481	55	148	25.58	30.77
Totals	554	1152	147	395	26.53	34.29
TOTAL	1706		542		31.77	

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

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Student Teacher Ratio	30:1	36:1	(6)	84%

Class sizes have remained relatively stable. Although some classes have more than 40 students, our observations to date suggest that at this point the larger than planned class sizes have not greatly affected the quality of learning.

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Student book ratio	N/A	2.2: 1		

Our target for 2002 is two students for one book. The above 2.2:1 includes SC developed manuals, books in Bambara edited by the Sahelienne and books purchased by the communities. This year we received 13,617 books from USAID. These books were distributed to all the schools to set up libraries. These "Coins Bibliotheque" have made it possible for many students to have access to reading materials. In addition, SMCs have purchased 848 books in French for grade 5 and 6 students to help them prepare for the CEP exam. With the introduction of the *Pédagogie Convergente* in grades 1 and 2, teachers and students make use of locally made teaching materials, and posters as pedagogical substitutes for books which are expensive and not often available. We are now supporting the purchase of 21,000 books in French for grades 4, 5 and 6 students. These books will be available in October and will significantly increase the student book ratio.

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
3) Gender parity throughout grades 1-6	48% (1-4)	46% (1-4)	(2%)	92%
	45% (5-6)	45% (5-6)	-	100%

Throughout the past semester, the issue of girls' education was discussed at all meetings with communities. In collaboration with SAGE, we have initiated some fundraising activities to award communities that have demonstrated efforts to improve girls' education.

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
90% of 4-6 grade teachers have a minimum 9 th grade education	60%	80% teachers are 9 th grade or higher	+20%	133%

Gradually the SMCs are recruiting teachers with higher levels of education, helping to ensure that their children receive a quality education.

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
100% of teachers trained during the last 12 months	100%	100% of active teachers trained at least once	0%	100%

All active teachers participated in at least one training session during the past school year. In addition to initial or refresher training sessions, teachers meet at pedagogical workshops to exchange on teaching issues. This semester, we encouraged teachers to meet informally within their zones with more experienced teachers, and public school Directors or teachers. These informal meetings have the advantage of being low cost and they favor integration of community schools with public schools. 6th grade teachers were also trained in documenting "dossiers" for the CEP.

Promotion				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
15% female teachers in community schools	12%	13.5%	+1.5%	112%

Female teachers are gradually demonstrating their teaching capacities. While they are still not many in number, they have demonstrated to communities their capacity to teach effectively in community schools. From our observations, they are generally committed to their job and usually develop good relationships with children and their parents, consequently improving retention. They also serve as positive role models for female students and are expected to be more sensitive to the needs of female students.

IR2.3 Increased capacity to manage and sustain Basic Education Programs that meet client needs

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
90% of community schools will have their Récépissé by 2002	60%	63.2%	+3.2%	105%

As SMC members acquire increased skills in advocacy and civic action through our DG trainings, they are requesting and obtaining the récépissés for their schools from the CAPs.

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
% of SMC which meet at least 10 times annually	60%	74%	+14%	123%

We are observing more content rich meetings of SMCs, both with members only and with community members. They usually discuss teacher salary issues, student attendance, school material procurement, and other school related topics.

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
% of SMC belonging to a federation	5%	3.4%	-1.6	68%

In collaboration with the DG team, we trained SMCs in developing bylaws to allow them to federate. As federations we expect them to become stronger and more capable advocates for their schools. As a result of these training sessions, we expect to find more federations in our back to school report next December.

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
% of community schools receiving at least 30% of the annual school operating costs from the SMC	60%	98%	+38	163%

As part of our phase out plan, SMCs now support 75% of the costs needed to run the schools. In addition to paying teachers' salaries, they buy part of the school materials for students. In community schools with a 6th grade, SMCs buy books in French. Next year SMCs will cover 100% of the cost of school materials.

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
SMCs with women in executive positions	10%	14%	4%	140%

With new SMC guidelines that limit committee member mandates to a period of three years, more women have access to leadership positions in SMCs. We expect to have more women in these roles as female leadership trainings jointly run with SAGE begin to have an impact.

Capacity				
Indicator and Life of Project Target	Planned Target for 2001 (School Year 00-01)	Results Achieved	Difference	% Achieved
Development of a technical package on community support for access and quality	N/A	End of 2002		

We propose to eliminate this project target in the Continuation Application due to the existence of many competing priorities.

III. Intersectoral Synergy

Sponsorship

Education is a key significant benefit for approximately 6,000 children enrolled in SC supported community schools in Kolondieba. Most community schoolteachers in those schools are also sponsorship volunteers who help with the tracking of enrolled children.

School Health

Our School Health Program continues to target approximately 16,000 in school and out of school children in Kolondieba with deworming pills, iron supplements, vitamin A and medical visits. The program has expanded the Child-to-Child pilot project to five additional community schools (eight in total). Drinking water spigots were installed in the eight schools covered by the Child-to-Child project. Teachers in 25 community schools with a school garden were trained to use the garden as a teaching tool. Teachers were trained in the distribution of deworming pills and vitamin A capsules.

Democratic Governance

The DG team has trained all the education assistants, supervisors and animators in the concepts of good governance. They, in turn, trained many members of the SMCs in their localities.

IV. Partnerships

During the semester activities with partners included:

- The holding of a forum with World Education, Africare, and Malian partner NGOs in order to discuss the management of the GRM contribution toward the payment of community school teacher salaries;
- Ongoing collaboration with SAGE on women's leadership training, and girls' education;
- Participating in meetings with USAID;
- Support for the organization of exams by the CAP;
- Pedagogical support from public school directors for community school 6th grade classes;
- Regular meetings with our partner NGOs on: the quality of teaching and learning in community schools, the management of community schools by the communities, the development of advocacy strategies for the future of community schools in a decentralized environment;
- Conducting the mid-term evaluation of the program;
- Restructuring of partnerships with NGOs for 2002 through a bidding and proposal process; and
- Hosting the Save the Children Africa Education Program Learning Group (PLG).

EDUCATION PROGRAM LEARNING GROUP

This year the Sahel Field Office hosted the Education Program Learning Group (PLG) using private Save the Children funding. For a week, education specialists and managers from SC programs in Africa and Haiti met to exchange views, ideas, and best practices. Three major themes were discussed:

- Community Mobilization;
- Training of para-professional teachers;
- Monitoring and Evaluation.

In addition to the core program, participants also discussed issues like girls' education and advocacy in satellite sessions.

A field visit to community schools gave participants the opportunity to see a partner NGO in action, to attend a SMC meeting, and to observe a PC class.

The Education Program Learning Group allowed SC field staff in education to come together and share insights and best practices from throughout Africa. The Mali Education Team will be involved in the writing of a Community Mobilization Manual.

V. Impact and Success Stories

TEACHERS' SALARIES

The GRM has initiated through PISE, a World Bank Program investing in the education sector, a contribution to the payment of salaries of community schoolteachers. Prior to the implementation of this initiative, SC and its partners met to discuss the most effective and efficient way to manage this contribution. At a forum gathering Africare, SC, World Education, Malian NGOs, and representatives of the PRODEC and the Decentralization Mission, the issue was discussed. It was agreed that it is vital that the contribution transit through the SMC or parent teacher association (APE). SC made available to all parties lists of active community schoolteachers. The lists were double checked by the CAPs in Bougouni and 306 teachers were chosen in collaboration with SC and NGO staff to receive salaries. These teachers were paid 150,000 cfa, representing six months' salaries at 25,000 cfa per month. The finance officer of the CAPs paid the amount to the SMC with the teachers signing the payroll sheet. Our field staff reiterated the need for the SMCs to understand that this contribution of the GRM is to support the management of the

community school, and should not be considered just as the teachers' salary. We urged the SMCs to continue to raise funds as they have done in the past to cover the recurrent costs of their schools. Most SMCs had meetings with community members to inform them, and in many cases they decided to use their contribution to buy school materials. Others deposited the money in the Village Association account for use next year. We will continue to monitor the process and advocate and advise as necessary and appropriate.

US Congressmen's Visit

Congressmen Green and Pomeroy from Wisconsin and North Dakota visited our education program and that of World Education. They observed classrooms, and talked to teachers, students, parents and community leaders. Congressman Pomeroy commented: *"Our trip left me with a rock solid conviction that the data on girls' education is correct. In both Ghana and Mali, our taxpayer dollars have made a significant difference in the lives of children and families. And even more effectively than the dollars are used, we were struck by deep commitment in terms of USAID officials, the professionals in the NGO community implementing these programs, the families and the personnel from the countries making these little schools run themselves. This is driving systemic change in these areas..."*

"We heard from the village chief and president of a parents' association tell us that educating a little girl is like lighting a dark room. He said that their school is giving priority to girls' education in enrollment, making a difference for the first time in bringing girls into primary education and the opportunities that flow from that. The parents told us that once the girls learn to read and write they teach others in the family and they become better mothers. Even in a young teenager's years, they are doing it better."

We are energized by these comments and are pleased to continue to support the efforts of communities with the help of USAID.

VI. Challenges Encountered/Lessons Learned

The major challenges, which confronted the program during the last six months, have included:

- **Preparing students to take the CEP exam:** Community school students are disadvantaged in many respects when they reach 6th grade and sit with their counterparts from the public schools for the CEP exam. They are evaluated in French after having been taught mostly in Bambara. We tried to balance

out this disadvantage by requesting that they be allowed to take the PC version of the CEP. With this version, their reading and writing skills in Bambara are assessed. In preparation, we tested a random sample of students, who achieved an 80% pass rate. We are planning to prepare a number of schools to take this special test. Since many 6th grade teachers are not literate in Bambara whereas the students are, we will pilot this initiative only with schools where the teacher is already literate in Bambara.

- **Teacher Coaching:** Coaching PC teachers has been a major challenge this year. SC and partner NGOs staff, and CAP pedagogical advisors coach teachers of various grades. PC classes that use a student centered methodology require a lot of creativity and imagination. Most community schoolteachers were trained to use a teacher's guide in planning and conducting their lessons. With the active methodology, there are no guides. The teachers and the students are supposed to negotiate the content of the lessons, and students are to work in groups. The key words and concepts are to be written on posters. Because of the difficulties of implementing this methodology, teachers need additional support. However, we put a great deal of focus on 6th grade classes to ensure a better preparation of students and teachers for the CEP exam. In the coming year we will review the teacher support programs with the CAP to establish a more adequate coaching system for teachers that more effectively addresses the needs of PC teachers and those of 6th grade classes.

MID-TERM EVALUATION

SC conducted a mid-term evaluation of its education program to assess progress towards objectives and make recommendations for improvements to allow the achievement of program goals. A team of three conducted the evaluation: one international consultant and two national consultants, one from an NGO partner and one CAP Director. The evaluation covered all the program activities in terms of access, quality of education in community schools, the capacity of the SMCs and the relationships between community schools and the mainstream system. In summary, the evaluation found that the achievements are encouraging and demonstrate that SC is making a difference for the education partner communities. Nonetheless, much remains to be done.

One of the recommendations of the evaluation team for which we took immediate action was to trim down the number of NGOs from twelve to eight. The rationale behind this change is to make field supervision more efficient, avoid having different partners with different methods in contiguous areas and to give more responsibility to better performing partners. To do so, we redrew the map of our operating area into nine zones (one for SC staff), and requested that the twelve current partner NGOs submit proposals for eight zones. A commission of five members analyzed the proposals and the eight best NGOs/proposals were selected. Among the other

recommendations that are being immediately implemented is the physical improvement of classrooms.

VII. Plans July- December 2001

- Monitoring joint annual plans with AE and CAPs;
- Continue reinforcing collaboration with World Education and Africare;
- Teacher training for all newly recruited teachers;
- Training of Assistants, Animators and Supervisors in PC;
- Coaching of teachers with a special focus on PC and 5th, 6th grade classes;
- Finalizing and conducting the life skills test;
- Managing the transition of NGOs to their new geographical zones;
- Purchase and distribution of educational materials;
- Implementing plans to phase out support to schools based on readiness of SMCs;
- Continue the process of expanding school health;
- Participation in the pedagogical innovation seminars with ME;
- Continued effort in reinforcing the capacity of NGO partners focusing on financial and administrative systems;

GRUPE PIVOT/SANTÉ POPULATION

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for the period

1 January – 30 June 2001

Save the Children

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Annex 1

Additional Activities January-June 2001

LIST OF ACRONYMS

A-ONG:	Animateur ONG
A-DBC:	Agent de Distribution à Base Communautaire
AR:	Animateur Relais
AS:	Agent Santé
BCI :	Behavior Change Intervention
CCC:	Connaissances – Comportement – Couverture
CSAR:	Centre de Santé d'Arrondissement Revitalisé
CSCom:	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
PDSS:	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 Mid-term evaluation
***	Source:	Total of the actual results with the target population (from NGO project documents)

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 934,490.***

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 (PLAN International, CEDPA, Population Action International), national development agencies (Coopération Française), CDC, international agencies (World Bank, World Health Organization), and Mali's own Ministry of Health.

Groupe Pivot's principal program objectives 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, implementation, monitoring and evaluation of child survival and reproductive health activities at a grassroots level; and
- ✓ To ensure a strong, competitive, 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; and

- Ongoing reflection/discussion with the USAID health teams on the achievement of various objectives.

In addition, in May GP/SP was asked to present at the Annual Global Health Council Conference in Washington, D.C., one of the most important health meetings in the United States.

Some highlights of this reporting period were:

- The organization of a mini-workshop for NGOs/Associations on the dissemination of documents related to reproductive health policy, standards, and procedures;
- Feedback to partner NGOs on the findings of the mid-term evaluation;
- The development of a strategic intervention map of NGOs working in nutrition;
- Partnering with CDC/Atlanta regarding the dissemination of the findings of the ISBS study;
- Each partner NGO's organization of an *Adolescent Day*;
- Organizing the visit to Mali of ROBS, Benin's Health NGO Network; and
- Participation in the Central and West African First Ladies meeting on Neonatal and Maternal Mortality.

Population Profile of GPSP Intervention Zones (2001) ***

Targeted Population	Estimated Number
0-11 months (4%)	37,380
12-23 months (3.9%)	36,445
0-23 months (7.9%)	73,825
0-36 months (11.7%)	109,335
Women, reproductive age, 15-49 yrs (21%)	196,243
Men, "reproductive age", 15-59 yrs (21.4%)	199,981
Pregnant women (5%)	46,724
Young adults, 15-24 yrs (19.5%)	182,225
Total population of intervention zone	934,490

II. USAID Reporting Indicators : January – June 2001

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): **24,932**
- b) Estimated number of children 0-11 months in population of intervention zone : **37,380**

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: **22,596**
- b) Estimated number of children 12-23 months in intervention zone: **36,445**
- c) Name of last survey: *Mid-term evaluation*. Date conducted: *December 2000*

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: **39,361**
- b) Number of children less than 3 years old who have had diarrhea in the last two weeks: **109,335**
- 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: **32,707**
- b) Estimated number of pregnant women in the target population: **46,724**
- c) Name of last survey: *Routine Data Collection* Date conducted: *June 2001*

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

- a) Number of women receiving 2 or more TT doses during pregnancy : 23,829
- b) Estimated number of pregnant women in target area: 46,724
- 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, CSCom level: 34,669
- b) Number of women assisted by trained provider last delivery, village level: 3,177
- c) Estimated total number of pregnant women in the intervention zone : 46,724
- 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)¹

Number of CYP for the following modern methods:

i) Oral contraceptives :	7,889
ii) Condoms:	1,228
iii) Foaming tablets:	955
iv) Depo/Injectables:	1,718
TOTAL :	<u>11,790 CYP</u>

¹ Conversion factors (converted to value for six months):

Oral Contraceptives:	15 cycles	= 1 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 (CYP) for modern methods, for women of reproductive age 15-24 years old

Number of CYP for the following modern methods:

i)	Oral contraceptives:	5,049
ii)	Condoms:	958
iii)	Foaming tablets:	391
iv)	Depo/Injectables:	447
	TOTAL:	6,845 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: **607,418**
- b) Estimated total number of persons in intervention zone: **934,490**

Indicator: Access to Family Planning services

- a) Number of persons in intervention zone within 15 km of facilities offering family planning services: **934,490**
- b) Estimated total number of persons in intervention zone: **934,490**

Indicator: Access to peer educators

- a) Number of 15-24 year olds in intervention zone within 15 km of peer educators offering RH information/services: **182,225**
- b) Estimated total number of 15-24 years old in intervention zone: **182,225**

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: 46²
- b) Number of active HWs: 92

In addition, there were 34 NGO staff trained in IMCI through the collaboration with BASICS and the DSF/C (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: 433
- b) Total number of peer educators contacts with 15-24 year olds in intervention zone: 76,692

IR – 1 Level: Demand: Increased knowledge, attitudes, 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: 92,935
- b) Estimated total number of mother in intervention zone: 109,335
- 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 : 68,881

² These healthworkers were health center personnel, mainly ICPMs.

- b) Number of mothers who recognize at least one (1) danger sign of respiratory infection : 75,113
- c) Estimated total number of mother in intervention zone: 109,335
- 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: 309,057
- b) Estimated total target population in intervention zone for STI messages: 396,224
- 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: 17³
- c) Number of PVO supported facilities: 46

³ 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	Results 30/06/01	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%	65%		81%
2	80% of children 0-11 mo. will have measles vaccination.	21%	66.77%	66.77%		67.5%
3	80% of children <1 yr. will be completely vaccinated	34%	61.78%	61.78%		77.2%
4	Maintenance of at least 80% of contraceptive delivery points	79%	100%	100%		125%
5	80% of women (15-49) receive 2 or more doses of tetanus toxoid during pregnancy	35%	51.4%	51.4%		64.2%

B. Quality:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/01	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%	52.9%		66.22%
2	80% of CSComs/CSAR/AR will benefit from 1 supervision visit from SSSC	79%	90.9%	80%		100%
3	80% of CSCom/CSAR health agents (AS) will be able to advise mothers of undernourished children <5	15%	70.4%	70.4%		88%
4	80% of CSCom/CSAR AS will be able to advise mothers of children < 5 with ARI	0%	32.8%	32.8%		41%
5	80% of CSCom/CSAR AS will be able to advise re : malaria	0%	40.98%	40.98%		51.2%
6	80% of CSCom/CSAR AS will be able to follow the vaccinal status of children	15%	29.8%	29.8%		37.25%
7	80% of births will be assisted by a trained AS or matrone	66%	74.24%	74.24%		92.8%

C. Promotion :

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/01	Final Evaluation	% of Objective Achieved
1	95% of mothers of children <5 will know of one method of ORT	37%	84.9%	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%	35.86%		44.8%
3	50% of children <4 mo. will be exclusively breastfed	14%	24.46%	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%	61.21%		76.5%
5	80% of mothers will know two danger signs of ARI	27%	62.8%	62.8%		78.5%
6	Contraceptive use Prevalence Rate of 60% for women 15-49	23%	44.3%	44.3%		73.8%
7	12,667 Couple Year Protection (Revised target per 2000 CA is 25,000)	Source : 1997 Report 3,845	20,546	11,790		82.1%
8	60% of men interviewed will have used a condom for their last sexual encounter	29%	33.89%	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%	72.66% 82.82%		80.7% 92%

D. Capacity:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/01	Final Evaluation	% of Objective Achieved
1	Increase to 90% proportion of CCom/CSAR personnel having received one or more supervisory visits by an NGO or gov't supervisor during the 3 preceding months.	79%	83.3%	100%		111.1%
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) (Revised target per 2000 CA is 100%)	100%	95.9%	100%		111.1%
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%	* 85%		94.4%
4	Increase to 80% of the number of NGO data reports delivered to health centers in a timely manner	59%	70%	80%		100%
5	Increase to 75% the number of CCom/CSARs which graphically monitor vaccination coverage of their zone and who make decisions based on a knowledge of PEV illnesses and calendar.	25%	70%	* 77%		102.6%
6	Increase to 60% of the number of CCom/CSAR assuring 100% cost recovery	30%	38%	38%		63.3%

Process Indicators:

A. Access:

No	End of Agreement (2002) Objectives	Base-line data	Midterm evaluation	Results 30/06/01	Final Evaluation	% of Objective Achieved
1	5 new CSComs created, offering CS and RH services	0	7	7		140% ⁴
2	5 new ASACOs created	0	8	8		160% ⁵

B. Quality:

No	End of Agreement (2002) Objectives	Base-line data	Midterm evaluation	Results 30/06/01	Final Evaluation	% of Objective Achieved
1	Train 100% of the NGO coordinators in project management	0	100%	100%		100%
2	Train 100% of the NGO agents receiving sub grants in nutrition	60	97%	97%		97%%
3	Train 100% of the NGO agents receiving sub grants in LMD	35	97%	97%		97%
4	Train 100% of the NGO agents receiving sub grants in ARI	65	97%	97%		97%
5	Train 100% of the NGOs receiving sub grants in ARI	35	97%	97%		97%
6	Train 100% NGO agents receiving sub grants (coordinators and facilitators) in IMCI	0	100%	100%		100%
7	Train 100% of AR (2,155) in literacy	30	26%	26%		26%
8	Train 100% of the 'relay' agents (2,155) and peer educators (3,000) in IEC for CS and RH	0	98.6%	98.6%		98.6%
9	ToTs in peer education for 100% of NGO agents with sub grants	0	100%	100%		100%

⁴ Two additional CSComs not foreseen when the targets were established needed to be established. Their actual performance represents 100%.

⁵ Three additional ASACOS not included in the targets were established and requested support. Again, this means that actual performance represents 100%.

C. Promotion:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/01	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	289,447		80.5%
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	59,169 73,662 57,325 3,437		
3	175,282 women will have participated in IEC sessions organized by A-ONG/AR about RH and CS	86,654	322,871	539,849		307%

D. Capacity:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/01	Final Evaluation	% of Objective Achieved
1	13 literate ASACO management committees including at least one woman	0	26	26		200%
2	At least one meeting quarterly between the SSS and FELASCOM	5%	70%	70%		70%
3	100% of the CCom/CSAR management committees making decisions based on their annual workplan	15%	70.7%	70.7%		70.7%

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:

⇒ May 19, Adolescent Day, was celebrated by all of Groupe Pivot's 26 implementing partners in each of their respective intervention areas with a variety of information and communication activities. In addition to the NGOs, community leaders, technical structures (in particular health and education), schools, and local radio stations were involved in the celebration of this day.

Specific activities included:

- ★ Public forums to discuss the theme of the day: "*Helping adolescents avoid early, unwanted pregnancies*". Some of the points raised in this discussion were: the social and health consequences of early, unwanted pregnancies; the lack of communication between parents and children on sexuality, STIs/HIV/AIDS; clandestine abortions; the availability of modern methods of contraception; drug addiction, etc.
- ★ Sketches presented by Community Health Workers and Peer Educators on the day's theme.
- ★ Concerts with well-known artists who wrote songs related to the day's theme.

During the concert, *peer educators* used the intermissions to present messages such as: *I am a student, I am pregnant what kind of a future do I have? Adolescents, please use condoms to avoid STIs/HIV/AIDS and unwanted pregnancies, etc.*

This day promoted extensive sharing between youth and their partners and allowed adolescents a supportive and open forum to freely discuss sensitive issues. As a result of the success of this day, plans have been made to institutionalize May 19 as *Adolescent Day*.

⇒ One of our NGO partners, AMAPROS, noted the crucial role which *peer educators* have played in their area. These youth have taken the initiative to promote constructive dialogue on aspects of reproductive health with their community leaders, in particular around HIV/AIDS and family planning. There is a high level of migration (seeking work) in this area. However, since this NGO and the peer educators and health workers have been working there, everyone has noticed a dramatic decrease in pregnancies of young women (16-24 years) whose husbands have left for a few years. Also remarkable is the emphasis which the peer educators place on HIV/AIDS prevention (a high risk in this area of high seasonal migration). Many young women, once they are taking

contraceptives, no longer think about protecting themselves from STIs including HIV. Thus, the double message here is extremely important for these young married women who are at particular risk.

Meriting Ongoing Attention

Larger questions which merit ongoing attention are:

- Ensuring uninterrupted supplies to CSCComs, in particular contraceptive supplies. We will be working closely with FENASCOM to develop durable strategies to address this issue.
- ASACO Leadership. Both in day-to-day CSCCom management as well as in setting the tone and ensuring high quality of service to attract clients.
- The role of TBAs in the promotion of maternal and neo-natal health. We will be looking at ways of promoting mutually advantageous collaborative relationships between TBAs and health centers. The Sikasso Health Program's positive experience with this will be studied as a possible model.
- How to establish supportive structures for wider distribution of HIV/AIDS VCT centers.

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 report to the SSS (CSCCom, 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.
- Measures were taken during regional meetings between NGOs and the MOH technical structures to integrate NGO data into the national health information system. In collaboration with USAID, GP/SP held a workshop to facilitate the synchronization of data collection between NGOs and the technical services.
- c) Attended meetings or otherwise had official contact with the appropriate local MOH officials during which project activities and plans were discussed. Yes

Coordinators and community health workers participate in monthly meetings of the ICPM with the District Health Center to develop *Action Plans* and training activities. They carry out joint supervision visits in their project zones, and

participate not only in the CROCEP, but also in mass activities (because of their capacity to mobilize communities), such as national vaccination days, and the celebrations for World Health Day and African Child Day.

GP/SP is involved in all the activities of the Ministry of Health, and is member of the main bodies of the PRODESS.

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

- d) Participated in a workshop reviewing the national population policy for Mali.
- e) Participated in the review of the PNLIS (national AIDS program) *Action Plan*.
- f) Participated in several planning meetings about the "One District, One NGO" initiative.
- g) Participated in the meeting of West and Central African First Ladies on Maternal and Neonatal Mortality.
- h) Met with the Executive Director of the Statistics and Planning Unit and Dr. N'Diaye Maimouna (Chargé de Mission of the MOH) on the SOW for the partnership guide between health NGOs and the MOH.
- i) The Executive Director met frequently with the Minister of Health as part of normal collaboration between GP/SP and the MOH.
- j) Participated in preparatory meetings for Global Population Day (July 11) at the National Unit of Population Programs Coordination (CENACOPP).

VI. Future Plans : July-December 2001

- Ongoing behavior change intervention activities planned by NGOs with sub grants.
- Fund-raising reception/dinner in collaboration with AMAS/AFAS and all GP/SP partners.
- Follow-up activities for the Imams and Ulemas participating in the GP/SP project, as well as reflection/discussions to reinforce their interventions in the fight against HIV/AIDS.
- Health Fair Day which will be presided over by the Minister of Health.
- Refresher training for NGO staff in *Child Survival*.
- Participation in International AIDS day (December 1) in coordination with all GP/SP partners.
- Support the strengthening of NGOs' work with rural radios.
- Disseminate the findings of the ISBS study in collaboration with USAID, CDC, and PNLIS.
- Organize GP/SP 10th anniversary festivities.
- Launch a competition to change the logo of GP/SP.
- Begin GP/SP registration process at USAID.

ANNEX 1

Additional Activities – January-June 2001

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.

Quality

1. GP/SP organized training:

- ♦ A TOT workshop in IEC/RH/BCI for PLAN International NGOs in Sevaré (Mopti) from February 12-17, 2001.
- ♦ A workshop for PLAN International's NGOs to coordinate monitoring/evaluation materials (February 20-22).
- ♦ A mini-workshop on April 3 about governmental policy documents.
- ♦ After the review in March 2000 of *Reproductive Health Standards and Procedures*, GP/SP duplicated and disseminated the documents to member NGOs and Associations. The distribution of the documents was followed with a workshop where GP/SP's mid-term evaluation results were also discussed.
- ♦ Evaluation of an intervention map of Nutrition NGOs and their strategies during an NGO orientation workshop.
- ♦ Two-day workshop with Regional Directors of Health, and Regional Directors of Social Development on local response to HIV/AIDS.

2. Participation at Meetings/Trainings Organized by Partners:

The *Executive Director* participated in the following meetings/trainings during this reporting period:

- ♦ Planning and implementation of the MOH/PVO/USAID workshop on "Best practices in community mobilization in RH/CS" (January 12, 2001).

- ◆ Several meetings with GP/SP NGOs to develop their ten-year program designs (2002-2012).
- ◆ Dissemination of the findings of the CDC study on HIV/AIDS in Mali.
- ◆ Many working sessions with Save the Children/US on the introduction of the "Saving Newborn Lives" program in Mali.
- ◆ Workshop to share the results of the Forum on the Development of Africa, held in Addis Ababa with a focus on HIV/AIDS.
- ◆ Several working sessions with CDC and Gary Engelberg of ACI/Senegal for the preparation of the dissemination of the ISBS study findings.

The *Deputy Director* participated in the following meetings/trainings during this reporting period:

- ◆ Various meetings of the national committee of stakeholders in school health program.
- ◆ Meeting with focal points of the Peer Educators network of GP/SP – CEDPA.
- ◆ HIV/AIDS partner information meeting to share USAID strategies and present PSI's project "Corridors of Change".
- ◆ Meeting/work session with PAI/CEDPA for the second phase of the project (April 4th).
- ◆ Meeting to share learnings from the classes/workshop held in Abidjan on Quality Assurance for Health programs organized by the MDS and PA (April 6th).
- ◆ General information and exchange meeting about IMAARV (Malian Initiative for Access to Anti-Retroviral Therapies, May 9th).
- ◆ Preparatory meeting for UNGASS (United Nations General Assembly about AIDS), June 25th to 27th, 2001 in New York.
- ◆ Meeting to prepare amendments for the GAVI documents (May 14th, 2001).
- ◆ Meeting with MSP about the expansion of the project "Choose a Future" in French Speaking Africa (May 15th).
- ◆ Preparatory workshop for regional workshops to distribute the findings of the ISBS study in Mali, May 24th – 25th.
- ◆ OCF – DRSP meeting about experience sharing at the regional workshops of the launching of the initiative "One District, One NGO" (May 30th).

- ◆ A one day workshop with USAID to discuss possible different strategies to fight malaria (June 6th).

The *Coordinator of the HIS/OR* participated in the following meetings/trainings during this reporting period:

- ◆ Training of Malian researchers in multi-dimensional analysis of data. This training was organized by the Center for Development Policies Formulation and Analysis (CDPFA), April 16- 21.
- ◆ Meeting of partners on the national strategic plan for the "*Fight Against Malaria*" at the Palais des Congrès (March 9).

The *Health Advisor* participated in the following meetings/trainings during this reporting period:

- ◆ Workshop to share results of the findings of JSI/PDY's Operations Research during 2000.
- ◆ Workshop to confirm JSI/PDY's 2000 OR results and to choose themes for 2001 (February).
- ◆ Workshop-seminar on the development of Operations Research Protocols for the PSI/PDY program from March 27 to April 6.
- ◆ Meeting to approve operations research protocols on "*Referral between Peer Educators and Service Providers*" and "*Radio Listening Among Youth*" (May 11).
- ◆ Meeting of the members of the thematic committee "*Advocacy/Social Mobilization, Communication*" in the conference room of JSI/PDY (May 15).
- ◆ Analysis workshop-seminar on the improvement of the legal framework and management practices of community health in Mali (May 8 -10).
- ◆ Orientation workshop on Policy of Standards and Procedures in RH (June 19- 21).
- ◆ Meeting of the thematic committee: Advocacy – Social Mobilization and Communication (June 26).
- ◆ Preparatory meeting (June 26) for the workshop presenting the three year investment program, and participation in the workshop (June 28 - 30).
- ◆ Meeting about child labor.
- ◆ Statutory meeting of the *National Action Committee for the Eradication of Harmful Practices to Women and Children's Health*.

- ♦ Establishment of the Documentation and Orientation Center of GP/SP.
- ♦ Starting activities for the joint Mali Health Program in collaboration with the French Cooperation.

3. Evaluation/Supervision:

- ♦ Organization of activity supervision visits in the project areas. Supervision visits are also opportunities for training and include the following activities:
 - ✓ Meetings/discussions with local partners (district and CSCOM health teams, ASACOs, youth or women's associations, local officials), and
 - ✓ Quality assurance in data gathering/record keeping and service delivery.

This past semester supervisions occurred with ASDAP (in Bla and Fana), AMPRODE/SAHEL (in Teninkou), and AMAPROS (in Bancoumana).

A debriefing meeting with project staff follows each supervision visit. These visits enable the GP/SP Staff to see the work done by these NGOs, to provide support, and to ensure they are reaching their objectives.

Promotion

- ♦ Participation of the *Deputy Director* in the lunch/discussion about the "Economic Promotion of Women in Mali: Access to Land and Credit" with the Ministry for the Promotion of Women, Family, and Children together with the "First Ladies", and representatives of the World Bank and the International Monetary Fund.
- ♦ Production and distribution of the issues No 22 and 23 of *Keneya Info*.
- ♦ Participation of the *HIS/OR Coordinator* in the workshop reviewing the results of the study on youth response to radio programs on reproductive health (March 30, 2001).
- ♦ Participation of the *Executive Director* in a t.v. campaign to raise public awareness about HIV/AIDS.
- ♦ Participation of the *Health Advisor* in the assessment of the IEC Message Catalogues (Volumes I and II) and the distribution of HIV/AIDS visual aids (June 7- 8).

Capacity

1. Participation in meetings with different partners:

The *Executive Director* participated in the following meetings :

- ♦ Meeting with the Director of CEFA/CAFS regarding the development of capacity of GP/SP's member NGOs.
- ♦ Meeting with Ursula Nadolny, head of the USAID/Mali Health Team and Bamoussa Coulibaly for a debriefing on recent trip to the U.S. and to discuss GP/SP's activities/major projects and plans for the future.
- ♦ Several meetings with NGOs and PNLs regarding the initiative "One District, one NGO".
- ♦ Several meetings with various partners during the visit of the SC *Saving Newborn Lives* team.

The *HIS/OR Coordinator* participated in the following meetings:

- ♦ Discussion of the PIM with RH NGO partners.
- ♦ Establishment at UNICEF of a structure for ongoing dialogue between all stakeholders involved in nutrition work.
- ♦ Meeting of members of the UNAIDS Technical Working Group to develop and review text for UNAIDS/Mali.

The *Health Advisor* participated in the following meetings:

- ♦ Several meetings at the WFP in order to set up an information and mapping system for food shortage and vulnerability.
- ♦ Cooperation meeting organized by the regional directors of health and social action and partners for the development and the implementation of the socio-health plans (April 5).
- ♦ Quarterly contraceptive logistics coordinating meeting.
- ♦ Meeting of the National Committee of the CILSS for the development of the Three Year Plan 2002-2004 (May 3).

2. Participation in Fora Abroad

- ♦ Participation of the *Deputy Director* in the integrated family planning and STI workshop "*Working Together to Achieve More*" in Lusaka, Zambia. This workshop was organized by NGO Networks for Health (January 21- 27).
- ♦ Participation of the *HIS/OR Coordinator* in a regional workshop on the development of an HIV messages guide in Ouagadougou, Burkina Faso (January 23-27).
- ♦ Participation of the *HIS/OR Coordinator* in the workshop launching the *Micro-Nutriments Initiative in the Sahel, Phase II* project, organized by Helen Keller International (HKI) in Ouagadougou (Burkina – Faso, April 25-27).
- ♦ Participation of the *Executive Director* in the Annual Global Health Council conference, in Washington, D.C. (May 26-31), where GP/SP presented its experience as a network of health NGOs in Africa.
- ♦ Participation of the *Executive Director* in the Program Learning Group (PLG) of Save the Children at Millwood, VA (May 4-8, 2001).
- ♦ Participation of *Deputy Director* in a training in Public Health in Baltimore (JHU), June 12-30.
- ♦ Participation of the *Personnel, Logistics, and Information Manager* in a training on Project Management and Program Administration at MDF (Management for Development Foundation) in The Netherlands (May 7- June 1).
- ♦ June 19-21, 2001: participation in Save the Children Alliance Regional Meeting in Bamako on HIV/AIDS, where the *Executive Director* made a presentation on Mali's local response. The *Personnel, Logistics, and Information Manager* took part in the different field visits associated with this conference to see HIV/AIDS programs carried out by Malian local NGOs.
- ♦ June 25-29, 2001 : Visit of Benin's Network of Health NGOs to different technical, and specialized structures in Mali. This NGO Network is the equivalent of GP/SP in Benin. During their stay, we visited the following NGOs: AEC/ENDA/KILABO, and AMAPROS, and two NGOs funded by GP/SP.

SIKASSO HEALTH

Semi-Annual Report

for the period

1 January – 30 June 2001



A family planning counseling session in Mafele

Save the Children

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

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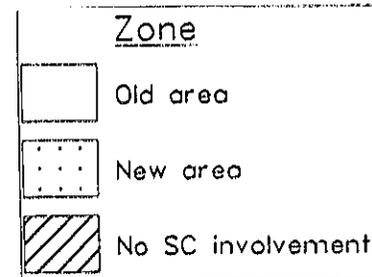
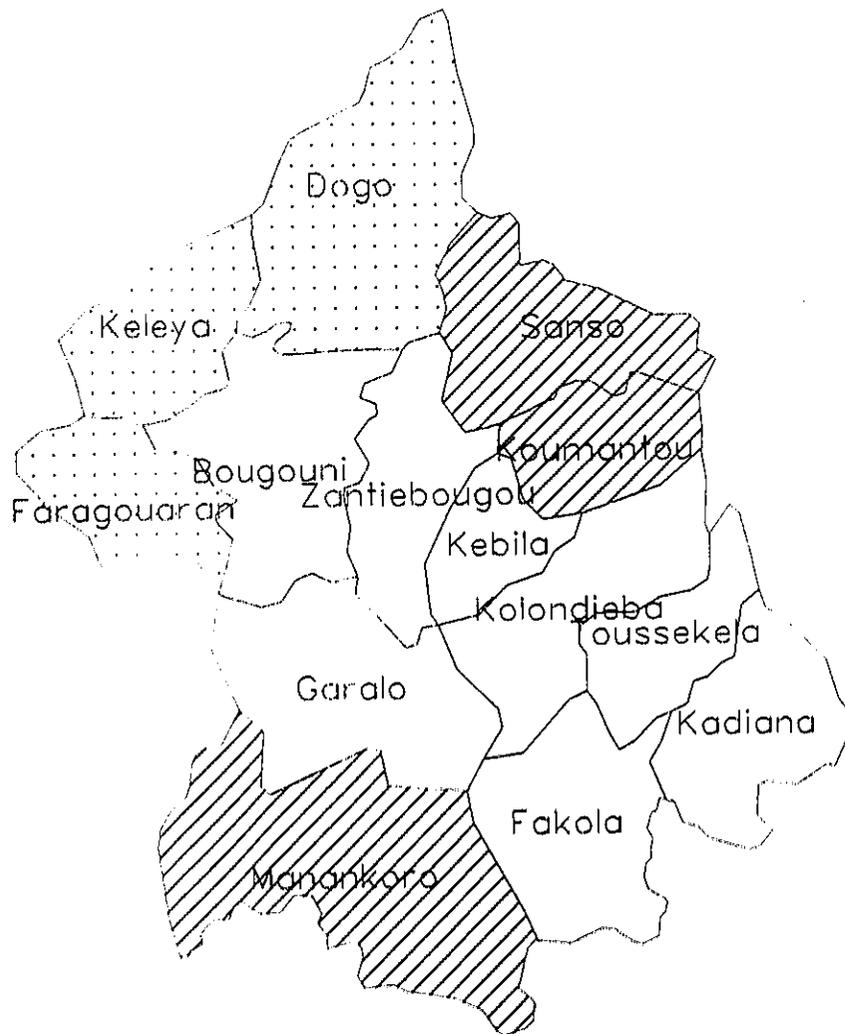
LIST OF ACRONYMS

Sikasso Health Program

APF	Agent de Planning Familial
ASACO	Association de Santé Communautaire
AVN	Agent Villageois de Nutrition
BCI	Behavior Change Intervention
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
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
KPC	Knowledge, Practices, and Capacity (study)
MOH	Ministry of Health
ORS	Oral Rehydration Solution
PD/DP	Positive Deviance/ Deviance Positif
RH	Reproductive Health
SC	Save the Children
SHP	Sikasso Health Program
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. The geographic focus of these health activities has shifted over time from the district of Kolondièba to Bougouni. Beginning in 1995, the CS XI program focused interventions in five areas: vaccinations, nutrition/Vitamin A, malaria, diarrhea, and maternal/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.

Started in 1999 to build upon the accomplishments of CS XI in new areas of Bougouni district, the Sikasso Health Program targets seven health catchment areas composed of 117 villages with a ***total population estimated to be 70,890***. In these 117 villages, the *Sikasso Health Program* has established 133 *Village Health Committees* involving 1,178 committee members of whom 607 (52%) are women.

The *Sikasso Health Program* has also contributed in the establishment of:

- ✓ Seven functional ASACOs and
- ✓ Four functional CSComs

Joint strategies with the *Service Socio-Sanitaire* were put in place so that all of these health catchment areas would have access to health services. This was accomplished through the assignment of nurses working through the "strategie avancée" in catchment areas without a CSCom.

Population Profile of the Sikasso Health Program Zone

Target Population (Total Population of Target Zone = 70, 890)	Estimated Number
0-11 months (4%)	2,836
12-23 months (3.9%)	2,765
0-23 months (7.9%)	5,600
0-36 months (11.7%)	8,294
Women of reproductive age 15-49 years (21%)	14,887
Men of reproductive age 15-59 years (21.4%)	15,170
Pregnant women (5%)	3,545
Young adults 15-24 years (19.5%)	13,824

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 the MOH and recognizing and encouraging possibilities for synergistic programming.
- ✓ **Learning from successes and challenges** through regular formal and informal dialogue with USAID and other partners

Operational Objectives for the reporting period January to June 2001

- Expanding the *Positive Deviance* approach for improved nutrition to eight other villages, beginning 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 and (through other funding sources) piloting innovative ideas and projects, which potentially strengthen and complement our work supported through this cooperative agreement.

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

- ^ The Columbia University supported *Safe Motherhood* project activities began in March 2001. This project focuses on improving emergency obstetrical care in the Bougouni and Yanfolila referral health centers.
- ^ Research supported by Johns Hopkins University on anti-microbial resistance is studying the correct administration of medicine to children through CSComs and village run pharmaceutical banks.
- ^ A treated bednet activity for three women's associations in Bougouni was successfully piloted, the experience of which will hopefully serve as a base for expanded activity throughout our intervention zone.

II. USAID Reporting Indicators : January- June 2001

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) = 1355
- b) Estimated number of children 0-11 months in population of intervention zone = 2836

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 : 1435
- b) Estimated number of Children 12-23 months intervention zone : 2765
- c) Name of last survey : *Routine data collection* Date conducted : 30/06/01

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 : 16
- b) Number of Children less than 3 years old who have had diarrhea in the last two weeks 68
- c) Name of last survey : *KPC survey* Date conducted : 30/06/01

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

- a) Number of TT doses administered to pregnant women : 2047¹
- b) Estimated number of pregnant women in the target population 3545
- c) Name of last survey : *Routine data collection* Date conducted : 30/06/01

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

- a) Number of women receiving 2 or more TT doses during pregnancy : 886²
- b) Estimated number of pregnant women in target area : 3545
- c) Name of last survey : *KPC survey* Date conducted : 30/06/01

Indicator: Assisted deliveries

- a) Number of women assisted by trained provider last delivery, CScCom level : 317
- b) Number of women assisted by trained provider last delivery, village level 924
- c) Estimated total number of pregnant women in the intervention zone : 3545
- a) Name of last survey : *Routine Data Collection* Date conducted 30/06/01

Indicator: Couple Years of Protection for modern methods. Women of reproductive age (15 - 49 years old)³

¹ Based on six months only

² Based on six months only

³ Conversion factors (converted to value for six months).

Oral contraceptives	15 cycles	= 1 CYP
Condoms	120 condoms	= 1 CYP
Foaming tablets (spermicide)	120 tablets	= 1 CYP
Depo-Provera/injectables	4 Depo	= 1 CYP

Number of CYP for the following modern methods :

i)	Oral contraceptives	204
iii)	Condoms	90
iv)	Foaming tablets	67
v)	Depo/injectables	390
TOTAL :		751 CYP

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	98
iii)	Condoms	16
iv)	Foaming tablets	10
v)	Depo/injectables	40
TOTAL :		164 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: **70,890**
- b) Estimated total number persons in intervention zone : **70,890**

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 : **70,890**
- b) Estimated total number persons in intervention zone : **70,890**

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 11,352

b) Estimated total number of 15-24 year olds in intervention zone
13,824

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 18

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 638

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 135

b) Total number of peer educator contacts with 15-24 year olds in intervention zone 1754

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 : 13,026

b) Estimated total number of mothers in intervention zone: 14,887

c) Name of last survey: *KPC survey* Date conducted : 30/06/01

Indicator: Caretaker knowledge of key child health practices

- a) Number of mothers who recognize at least two(2) warning signs of respiratory infection: 8,723
- b) Number of mothers who recognize at least one danger sign of respiratory infection : 12,758
- c) Estimated total number of mothers in intervention zone : 14,887
- d) Name of last survey: *KPC survey* Date conducted : 30/06/01

Indicator: Client knowledge of STI preventive practice

- a) Number of individuals citing at least two acceptable ways of protection from STI infection: 22,242
- b) Estimated total target population in intervention zone for STI messages : 30,057
- c) Name of last survey : *KPC survey* Date conducted : 30/06/01

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 : 4
- b) Number of PVO supported facilities : 4

III. Sikasso Health Reporting Indicators (from the 1999 Continuation Application)

End of Agreement (2002) Objectives	Baseline	Jan-Jun 2001 Achievement	Target CY 2001	% Attained 2002 Objectives
ACCESS-IMPACT				
100% 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, + 1 or 2 TBAs)	90%	100%
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, 1 or 2 TBAs, +48 peer educators)	90%	100%
ACCESS- PROCESS				
7 new CSComs created offering CS/RH services	3	4	4	57%
7 new ASACOs created	4	7	4	100%
80 village pharmacies created ¹	0	0	35	100%
QUALITY – IMPACT				
48 community health personnel trained in IMCI ²	0	18	8	45%
a) 40 CHAs correctly assessing and treating children under 5 with presumptive malaria and counseling their caretakers	0	18 ³	20 (50%)	45%
b) 40 CHAs correctly assessing and treating children under 5 with diarrhea and counseling their caretakers	0	18	20 (50%)	45%
c) 40 CHAs correctly assessing and treating children under 5 with pneumonia and counseling their caretakers	0	18	20 (50%)	45%
d) 40 CHAs correctly assessing and treating children under 5 who are malnourished and counseling their caretakers	0	18	20 (50%)	45%
80% births assisted by a trained health attendant	34%	91.45%	70%	114.31% ⁴

¹ It was decided to put all (80) pharmaceutical banks in place at the beginning of the project in FY 2000, given the support they provide the community and, given the opportunities for teaching and learning from their management

² 48 health personnel will receive training, though 8 of the 48 are not direct service providers.

³ CHAs (10 ICPMs, 3 health persons from the Sikasso Direction Regionale de Santé, 4 from the Bougouni SSS, and 1 Save the Children/USA staff) have just had the training in May 2001.

⁴ This is a result of having two TBAs in each village targeted and also the recording of each birth by the VHC secretaries. In the future we will work to maintain these good results.

End of Agreement (2002) Objectives	Baseline	Jan-Jun 2001 Achievement	Target CY 2001	% Attained 2002 Objectives
7 CSComs offering CS interventions according to international and national standards	3	4	4	57%
QUALITY – PROCESS				
350 village health committee members trained in emphasis behaviors for CS and danger signs	0	133 ¹	150	116%
350 community health agents (CHAs) trained in CS and clean delivery	0	81 ²	150	66%
7 ASACOs trained in and using information management for decision-making	0	7	4	100%
350 TBAs trained in clean delivery	0	81 ³	200	66%
350 AVNs trained in nutrition and breast-feeding	0	222	150	63.43%
1050 supervisory visits to community-based distribution points by CSCom personnel	0	638	525	61%
PROMOTION – IMPACT				
80% of children aged 12-23 months vaccinated for measles by age 12 months	20.2%	51.89% ⁴	65%	64.68%
80% of children 12 to 23 months who are fully vaccinated before their first birthday	4.8%	51.92%	65%	64.90%
90% of women who received at least 2 doses of tetanus toxin (TT) during pregnancy	31.7%	70.3%	70%	78.11%
50% Contraceptive Prevalence Rate (CPR) for men/women of reproductive age (15-24)	2.2%	21%	15%	41.40%
50% of men reporting condom use during last casual sexual encounter	19.2%	29.2%	40%	58.40%
90% of men/women of				

¹ In FY 2000, 272 Village Health Committee members were trained, bringing the total to 405. All Village Health Committees are now covered. More people were trained than expected because more health committee members were sharing these responsibilities as well due to a normal turnover in village health committee membership (in general due to older people making way for younger people).

² Figure for this reporting period only. These are the same persons noted in the TBA training and thus are in addition to 150 persons previously trained. The cumulative (231) therefore brings the % attained of 2002 objectives to 66%.

³ In FY 2000 150 TBAs were trained in obstetrical danger signs as well as clean delivery, bringing the current total of trained TBAs to 231 and the % achieved to 66%.

⁴ Though the *strategie avancée* is well established with ICPMs having motos and gasoline allowances, and operating refrigerators in place, there was a vaccine stockout during all of April (one of the most important months for vaccination).

End of Agreement (2002) Objectives	Baseline	Jan-Jun 2001 Achievement	Target CY 2001	% Attained 2002 Objectives
reproductive age knowing at least two acceptable ways of protection against STIs	17.4%	90%	50%	100%
80% of Children under age 3 with diarrhea in the last 2 weeks who received ORS	14.9%	66.38% ¹ (23.38% ORS packets, 43% homemade solution)	65%	83%
80% of caretakers of Children under age 3 with diarrhea in the last 2 weeks who sought treatment at a health facility	14.9%	66.38% (23.38% ORS packets, 43% homemade solution)	70%	83%
80% of Children under 4 months who are exclusively breast-fed	3.5%	66%	60%	82.50%
1000 couple years of protection for modern contraceptive methods	Unevaluated	751 ²	700	75%
PROMOTION – PROCESS				
1860 of IEC/BCC sessions given on emphasis behavior and danger signs	0	658	620	35.38%
165 of IEC/BCC sessions given in community schools	0	60	110	36%
120 of health sessions organized by women's groups	0	50	60	42%
120 of reproductive health sessions organized by GGLS groups	0	0 ³	60	0%
10,245 mothers participating in nutrition sessions given by AVNs	0	6202	4651	60.53%
10,245 of mothers participating in health sessions given by TBAs	0	6980	4651	68.13%
CAPACITY - IMPACT				
100% of health facilities which report one or more supervisory visits in the past 3 months	33%	100%	100%	100%
90% of CBD agents reporting one or more visits by supervisors during the past three months (<i>change requested to 100%</i>)	0%	93.3%	60%	103%

¹ During this semester nearly all ORS packets were out of date. Mothers were taught how to make their own ORS at the CSComs. The above figures, therefore represent a combination of ORS packets and homemade solution. It is hoped that a new stock of ORS packets will arrive during the coming quarter.

² The reporting period is for one semester.

³ Our microfinance team (Soro Yiriwaso) has just begun these activities.

End of Agreement (2002) Objectives	Baseline	Jan-Jun 2001 Achievement	Target CY 2001	% Attained 2002 Objectives
7 CSComs reporting 100% cost recovery	2	4	6	57%
90% of CSComs tracking vaccination coverage through graphical data	0	57%	60%	63%
100% of CSComs submitting reports on time	33%	75%	100%	75%
CAPACITY - PROCESS				
7 ASACOs with 100% literacy of members in Bambara	0	7	6	100%
7 ASACOs with at least one female member	3	7	4	100%
7 ASACOs meeting on a monthly basis	3	7	4	100%
7 ASACOs making decisions based on a bi-annual review of their activities	3	7	4	100%

IV. Additional Activities January-June 2001

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 delivered through the CSComs and consistent with Mali's national health policies for child survival and reproductive health services.

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

- Established 16 rehabilitation sites for 157 malnourished children;
- Appointed and supplied family planning 'animators' who gave communities access to reproductive/family planning services;
- 81 traditional birth attendants were trained and have begun working;
- Community 'relais' weighed 9,614 children. These volunteers also monitored those children deemed malnourished. 1,312 children were dewormed ;
- 3,357 pregnant women benefitted from at least one pre-natal consultation made by a CSCom team; and
- 222 Village Nutrition Animators were trained.



QUALITY

- IMCI training for eighteen health agents;
- Participation of two staff in a Save the Children *Alliance* HIV/AIDS workshop;
- Participation of two staff in a nutrition training organized by Groupe Pivot Santé Population;
- Organized a peer educators meeting; and
- English language training for the deputy coordinator at the Ghana Institute of Languages (supported through private resources).

CAPACITY

- Bambara literacy training for 25 community Health Agents (ICPMs, matrones);

- Refresher training for three women's associations in treating mosquito nets; and
- *Positive Deviance* approach training for Save the Children and Bougouni district health agents.

PROMOTION

- 678 IEC sessions were organized around themes of family planning, HIV/AIDS, vaccinations, diarrhea, malaria, and upper respiratory infections. These sessions were attended by 22,491 men and women;
- 768 IEC sessions were organized by the *Traditional Birth Attendants, Village Nutrition Agents*, and women's groups which were attended by 13,182 women;
- Treated bed net promotion days were held from the 28th of June to the 1st of July to support the three women's associations producing them;
- Radio spots on reproductive health were developed and run on the local Bougouni radio stations; and
- 14 programs were broadcast on local public radio to promote family planning use and STI prevention.

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 2001: Visit of Hussein Halane, Save the Children's Regional Director for Africa;
- ★ Visit of Elizabeth Gilbert of the Bill and Melinda Gates Foundation;
- ★ February 2001: Visit of Muluemebet Chekol and Wondimu Zike, Africa Regional and Ethiopia Field Office monitoring and evaluation specialists;
- ★ Visit of David Oot and Mary Beth Powers, Director and Reproductive Health Coordinator of the SC Health Office;
- ★ March 2001: Exchange visit of the Africare team including Giselle Mitton and Dr. Berthé;
- ★ April 2001: Visit of Serigne Diene and Kinday Samba of BASICS/ Sénégal;
- ★ April 2001: Visit of the Saving Newborn Lives team (Bill and Melinda Gates Foundation initiative);
- ★ April 2001: Visit of CARE/Niger on a study/exchange on "*positive deviance*";
- ★ May 2001 : Visit of Peter Winch (Johns Hopkins- Anti-Microbial Resistance Study) and Eric Swedberg (Save the Children/Health Team); and

- ★ June 2001: Visit of Gail Snetro, SC HIV/AIDS specialist from South Africa, to Mali to facilitate a Save the Children Alliance workshop on HIV/AIDS in the region.

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.

V. Narrative: Lessons Learned, Ongoing Challenges, Impact

Lessons Learned:

With an overall goal of reflecting on our daily learnings to improve our work, we note the following:

- ✓ An increased contraceptive prevalence rate has been the result of the combination of a variety of innovative activities (radio spots, radio programs, appointing family planning agents in each village, etc.); and "success breeds success" in that more (external) activities support stonger village efforts which produce greater results.
- ✓ It is still possible to accomplish a great deal even in zones without a functional CSCom, through motivated ASACOs and community awareness. The Sikasso Health program supported very successful immunization activities in the non-functional CSCOM areas of Toba, Diban, and Ouroun. *(It should be noted that the SSS of Bougouni spent more than 1,000,000 cfa for the same activities in other zones where the SHP is not working.)*
- ✓ The nature of the collaborative programs with Johns Hopkins and Columbia University have synergistically complemented the activities being carried out under this grant. They have also served as a recognition of the talent of the health team and the positive results achieved so far.

Ongoing Challenges:

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

- Maintenance of the correct and constant stock of vaccines at the CSComs so that children can be completely and correctly vaccinated. This will involve 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

understand the many benefits which it brings to them as well as to understand their responsibility in its ongoing management.

- 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 figures 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 six months or a year ago? The following are immediately visible but all reflect rather profound paradigm changes:

- ★ The KPC survey of June 2001 confirmed the increase in people's level of knowledge, interest, and involvement in matters pertaining to their health. (This was also 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 and through integrated capacity building strategies.
- ★ One feels the new confidence which successfully managing a wide variety of tasks has given to these communities.
- ★ After only one year, previously marginalized women are now active and confident participants in matters relating to their own and their families' health.
- ★ Due to the existence of Village Health Committees in each village, there now exist a cadre of members to respond to a variety of health questions. These people also serve as a base for potential activity by other organizations like Sight Savers or other organizations such as UNICEF.

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 July-December 2001

Efforts during the coming semester will focus on:

- SHP will continue the expansion of the *Positive Deviance* approach for improved nutrition in eight other villages, beginning the scaling up of this effective strategy against malnutrition.
- Strengthening and expanding adolescent reproductive health activities through the existing Peer Educator program.
- Organization of a forum between ASACO/CVS and MOH to improve their relationships and address the sustainability of SHP activities.
- 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 piloting innovative ideas and projects (through other funding sources), which potentially strengthen and complement our work supported through this agreement.
- Training traditional healers in danger signs / when referral is urgent.

Microfinance

Semi-Annual Report

for the period

1 January – 30 June 2001



Save the Children

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

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List of Acronyms

AIMS	Assessing the Impact of Microenterprise Services
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
CAS/SFD:	Cellule d'Appui et de Supervision des Systèmes Financiers Décentralisés
FY	Fiscal Year
GGLS	Group Guaranteed Lending and Savings
OHADA	Organisation pour l'Harmonisation en Afrique du Droit des Affaires
SEG	USAID's Sustainable Economic Growth Team
SYSCOA	Système de Comptabilité Ouest Africain
WAI	Weidemann Associates Inc.

I. Introduction

The first semester of 2001 was very important in the institutionalization process of Save the Children's GGLS program, now named Soro Yiriwaso. It was a period of significant progress towards:

- Planning for rapid achievement of sustainability and establishing a five-year Business Plan;
- Dialogue with existing and potential clients to identify needs and develop products that would both respond to these needs and allow Soro Yiriwaso to achieve self-sufficiency at a faster pace;
- Dealing successfully with existing delinquency issues in the Bougouni area;
- Building Board capacity;
- Strengthening human resource capacity; and
- Computerization of management systems.

However, the process of resolving delinquency problems in Bougouni detracted from our work on growth, expansion and progress towards self-sufficiency. Despite this tremendous challenge, Soro Yiriwaso was able to achieve the following results in its credit activities, during this reporting period.

	June 30, 2001	Dec 31, 2000*	June 30, 2000
Number of clients	5,526	5,646	5,124
Portfolio outstanding (FCFA)	72,985,800	86,124,000	71,794,667
Number of active loans	4,993	4,872	N/A
% Portfolio at risk (>30 days)	7%	8%	3%
Amount disbursed (FCFA)	106,095,000	230,407,000	110,227,000
Number of loans disbursed	4,575	8,748	4,338
Amount in savings accounts (FCFA)	12,680,088	13,115,334	12,738,909
Operational self sufficiency	32%	31%	33%
Financial self sufficiency	30%	30%	30%

*Based on audited accounts

Soro Yiriwaso's activities, level of achievement, challenges and anticipated next steps are discussed in further detail in this report.

II. Activities

During this first semester, Soro Yiriwaso implemented the following activities planned in the 2001 Continuation Application.

A. Institutionalization

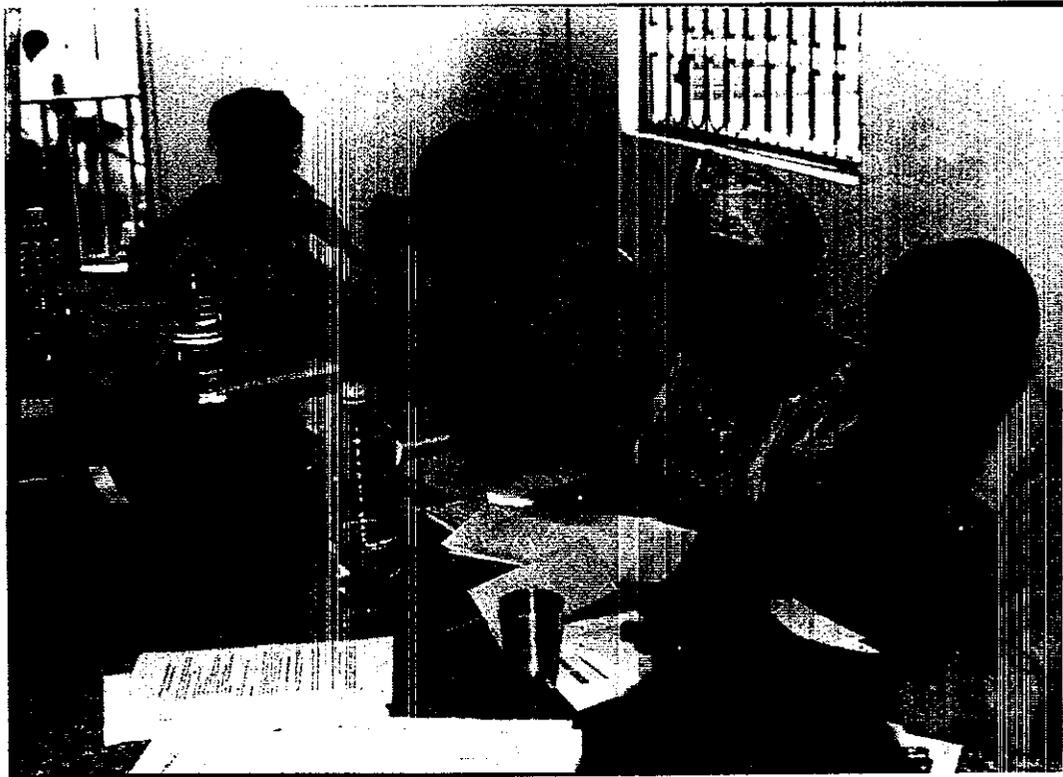
Our efforts towards institutionalization have addressed the legal recognition of the new institution, governance matters, and the transfer of programs from Save the Children to Soro Yiriwaso.

Legal recognition of Soro Yiriwaso as an MFI

As was reported in the 2000 annual report, Soro Yiriwaso was given a "Récépissé" (registration) by the Ministry of Interior last November. The next step in the process of becoming a legal MFI is to sign a "Convention-cadre" (licensing agreement) with the Ministry of Finance. Soro Yiriwaso applied for this Convention in April 2001 and is still waiting for a response from the Ministry. This lack of response has been a major hindrance to the completion of Soro Yiriwaso's institutionalization process. The transfer of programs, assets and personnel cannot take place until Soro Yiriwaso becomes a legal entity.

Governance

Soro Yiriwaso's governance bodies were very active during this semester, having held four meetings, including the Annual General Assembly meeting at which USAID/SEG was represented.



The Annual General Assembly Meeting

The Board and General Assembly addressed the following topics:

- Review of Board activities since elections;
- Review of the 2000 annual report and 2001 budget;
- Development of a Board manual;
- Finalization of Soro Yiriwaso's logo and slogan;
- Review of a draft report of the market study conducted by Soro Yiriwaso; and
- Review of draft transfer and subgrant agreements to be signed with Save the Children.

The Board also participated in a training session on Soro Yiriwaso's programs, principles, policies, and procedures and visited clients in two areas of Bougouni to better understand the needs and challenges of its clients. The new Board has been very engaged, and all participants have viewed the Board development process very positively.

Transfer of programs and assets from Save the Children

During this semester, asset transfer and subgrant agreements were drafted by Save the Children/SFO, approved by Save the Children's lawyers at the local level and at headquarters, and submitted to Soro Yiriwaso's Board for approval. In addition, Save the Children officially informed USAID of its intention to transfer the GGLS program and its assets to Soro Yiriwaso and to sign a subgrant agreement for future partnership with Soro Yiriwaso. However, this process is presently on hold, as we are waiting for a response from the Ministry of Finance to the request for a Convention for Soro Yiriwaso.

In summary, both Save the Children and Soro Yiriwaso are ready for the institution's autonomy and assumption of full responsibility for microcredit activities, but the slow government procedures for licensing Soro Yiriwaso have delayed the transfer.

B. Expanding Outreach in the Sikasso Region

Soro Yiriwaso continued its expansion within the administrative districts of Bougouni and Kolondièba with the following activities:

- Setting up a Garalo branch, a zone formerly covered by the Bougouni branch, thus bringing the total number of branches to three; and
- Starting lending activities in Zantiébougou, Faraguaran, and Sido.

While activities expanded in these new geographic areas, contraction in Bougouni as a result of delinquency meant that the total clientele did not grow during the first semester.

To identify new areas for expansion in the Sikasso region, Soro Yiriwaso investigated opportunities in Ouéléssébougou, Kadiolo, and Yanfolila through the

market study discussed in the section below. These areas were found to be rich in economic potential for Soro Yiriwaso's target clients, and we plan to introduce services over the next two years.

C. Developing New Products

The team devoted considerable effort to the development of new products during this semester. These efforts are part of the overall five-year planning process that Soro Yiriwaso is undertaking, with the assistance of Weidemann Associates, Inc. (WAI) to develop a business plan and targets for reaching sustainability. Some of the activities carried out include:

- Market research to solicit client feedback on existing product and services, to identify unmet client needs that Soro Yiriwaso could satisfy, and to estimate potential demand for new products. This market study consisted of a survey of 1009 clients and non-clients;
 - Focus group discussions with 140 clients and non-clients;
 - Collection of information about the competition; and
 - Organization of 3 fora with leaders of client associations to inventory feedback on the program and their needs.
- Data processing using Epi Info;
 - Use of market study results to develop three different credit products (two for group lending and one for individual lending) and two savings products (no-interest savings and three-month certificates of deposits); and
 - Development of a marketing and financial plan to implement initiatives that will lead to achievement of our targets for growth and self-sufficiency.

Details of the process, survey results and new products are included in the draft business plan accompanying this report. The finalized Business Plan will be submitted after the final training session offered by WAI on the subject in September.

D. Building Management Systems

Soro Yiriwaso finalized the process of documenting its policies and procedures, with the development of:

- A Board manual;
- An Administration and finance manual, including personnel policies; and
- A manual on financial management of the credit activity.

In addition, with the assistance of WAI, the institution installed the accounting software QuickBooks to computerize its accounting and enable staff to produce more timely and accurate reports. Soro Yiriwaso also installed the GGLS computerized loan tracking software for group lending products.

Both software programs are presently being used on a test basis, running parallel to the existing manual systems, and should be ready for stand-alone use within the next semester.

Soro Yiriwaso was the subject of two audits during the semester:

- An internal audit conducted by the Save the Children in-house auditor, and
- An external audit by the Malian audit firm, SARECI that confirmed and certified Soro Yiriwaso's financial statements for 2000. These audited financial statements can be found in Annex 1 of this report.

Both audits made only minor recommendations that the staff is presently implementing.

E. Strengthening Human Resources

Soro Yiriwaso demonstrated its commitment to human resource development, as evidenced by the following activities during the reporting period:

- Training of 22 staff members (credit agents, supervisors, branch managers and program manager) in marketing to build their capacity to provide advice to clients on marketing related issues.
- Training of 50 leaders of client associations in marketing principles such as product quality, pricing, distribution and competition. This training was conducted in partnership with Peace Corps.
- Quarterly staff meetings at the institutional level, and monthly branch staff meetings to discuss program issues, exchange ideas for possible solutions, review program performance and conduct short, specific trainings.
- Participation of the Director, Program Manager, Finance and Administration Manager, and the Technical Advisor in different training sessions offered by APIM and WAI on the development of a business plan and on the SYSCOA accounting system.
- Training of the Bougouni and Kolondièba accountants in accounting for MFIs, offered by APIM.
- Training of the Bougouni branch manager on OHADA regulations and procedures for dealing with delinquency.

F. Other Activities

Fora with clients

In line with its decision to maintain open communication channels with clients, Soro Yiriwaso organized three fora with leaders of its client associations in Bougouni,

Garalo, and Kolondiéba, reaching up to 700 clients. These fora, to which local authorities and selected Save the Children staff were also invited, had the following objectives:

- To inform clients of the recent changes in the program, i.e., the institutionalization process and the creation of Soro Yiriwaso;
- To obtain their feedback on these changes;
- To discuss reasons for client satisfaction and dissatisfaction, as well as staff satisfaction and dissatisfaction; and
- To collect information on client needs.



Forum with clients in Kolondiéba

Clients confirmed their satisfaction with Soro Yiriwaso (the market survey discussed above showed a satisfaction rate of 93%). They suggested, though, a diversification of the product line to better respond to needs of different categories of clients.

These and other suggestions collected during the market survey were taken into account in the design of new products for Soro Yiriwaso.

Evaluation of program impact

A first step was taken towards the implementation of the GGLS impact assessment using AIMS tools with the visit of the Save the Children Economic Opportunities

Specialist from Washington, D.C. The visit's objectives were to review with staff expectations for the study and to start planning for the evaluation.

This assessment is planned for October 2001 to February 2002, with a final report ready by June 2002. It is planned in two phases:

- The quantitative phase: October to December 2001; and
- The qualitative phase: January to February 2002.

As the impact study was planned for FY01, Save the Children and Soro Yiriwaso have sought and obtained USAID/SEG's approval to extend the study's implementation dates and carry over funding for this activity into FY02.

Soro Yiriwaso's staff will work with Save the Children/SFO and Washington offices, local consultants and probably one international consultant to carry out a professional and credible impact study.

III. Results

A summary of Soro Yiriwaso's results for the reporting period is presented below and compared to targets for the entire year. More detailed information about this semester's performance, as required by USAID, is presented in Annex 2.

	Planned Dec 31, 2001*	June 30, 2001	Progress towards targets
Number of clients	8,500	5,526	65%
Number of active loans	N/A	4,993	N/A
Portfolio outstanding (FCFA)	217,821,609	72,985,800	34%
Number of loans disbursed	13,452	4,575	33%
Amount disbursed (FCFA)	480,380,996	106,095,000	22%
Portfolio at risk (1 day late)	5%	7%	N/A
Amount in savings accounts (FCFA)	35,143,469	12,680,088	36%
Operational self sufficiency	42%	32%	76%
Financial self sufficiency	39%	30%	74%

*Based on 2001 Continuation Application

Given the slower than anticipated rate of progress towards the planned targets thus far for 2001, Soro Yiriwaso is working quickly and diligently to significantly improve progress by the end of 2001. Costly investments in hiring and training three new credit staff in the first half of 2001 should reap benefits in the second half of 2001 as these new staff begin to manage growing portfolios.

The activities listed below, undertaken during the reporting period, have strengthened the program on several levels to ensure improved performance for the second semester and more successful achievement of the targets included in the 2002 Continuation Application accompanying this report.

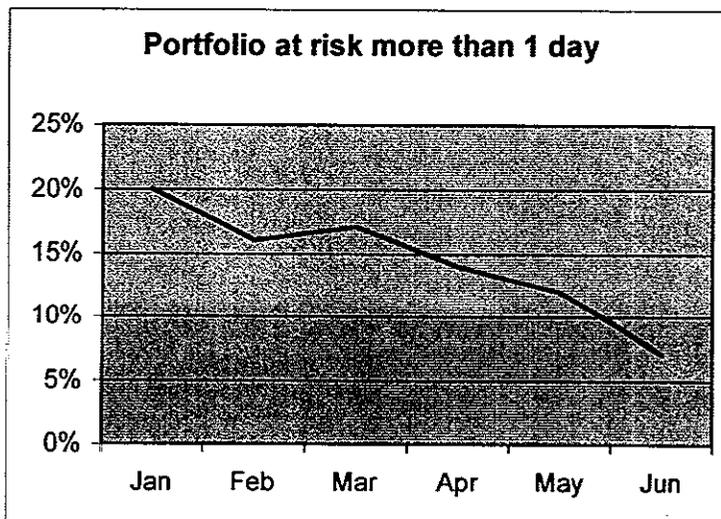
These activities include:

Portfolio cleanup

As reported to USAID in the 2000 Annual Report, Soro Yiriwaso had a serious delinquency problem in the Bougouni-Ville area, with a total portfolio-at-risk of 20% at the end of 2000. During this semester, Soro Yiriwaso's staff took numerous steps to improve portfolio quality, including:

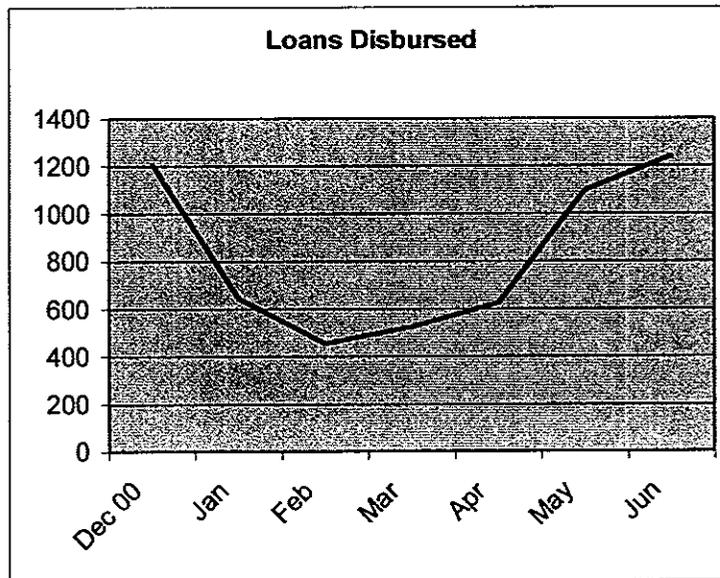
- Dialogue with clients, such as in the fora discussed earlier in this report;
- Taking the more recalcitrant clients to local authorities, courts or the "gendarmerie";
- Using clients savings to compensate for their arrears;
- Writing-off loans identified as unrecoverable;
- Suspension of services to all clients with histories of arrears; and
- Suspension of disbursements to new clients in Bougouni.

Our intensive recovery efforts and clean-up process dramatically improved the client portfolio, as illustrated by the graph below showing trends in Soro Yiriwaso's portfolio-at-risk for the semester.



This process also had the adverse effect of reducing the number of clients and the portfolio outstanding, as we prioritized loan recovery over disbursements.

However, we are now ready to restart disbursements at a normal rate and the number of disbursed loans is starting to rise again, as shown below.



Reduction of salary costs

To complete the separation, Save the Children will terminate the contracts for all existing GGLS employees and pay them their severance. Soro Yiriwaso will then recruit staff as new employees. However, since Soro Yiriwaso's self-sufficiency rates are still relatively low, and the projections for sustainability developed by Soro Yiriwaso's leaders and staff require reduced costs, all staff have agreed to a reduction of gross salary ranging from 10% (lower level employees) to 15% (higher level employees). This cut reduces the annual salary costs for existing staff by about 12 million FCFA. The staff also agreed to no salary increases until Soro Yiriwaso's actual rate of self-sufficiency exceeds the expected rate. New staff will be recruited according to the revised, lower salary scale.

This salary reduction has been approved by employees and will be implemented as soon as Soro Yiriwaso signs the Convention with the Ministry of Finance, making Soro Yiriwaso a legal MFI.

This willingness to accept a salary reduction amply demonstrates the commitment of Soro Yiriwaso and its employees to making the institution sustainable at a much faster pace.

Increase of available loan amounts to clients with good credit history

In response to clients' requests for higher loan amounts and in order to increase its average loan size thereby collecting more revenues from its loans, Soro Yiriwaso has decided to increase its maximum loan size from 105,000 FCFA to 250,000

FCFA and its first cycle loan from a maximum of 25,000 FCFA to a maximum of 50,000 FCFA. Access to the amounts from 100,000 FCFA to 250,000 FCFA will, however, be limited to clients who have been with the program for at least 3 cycles and who have had no repayment problems. In addition, we have decided that first loans will start at minimum 15,000 FCFA since we do not want to continue providing very small loans (5,000 to 10,000 FCFA).

These higher loan amounts will become available during the second semester of 2001.

IV. Impact of Activities

As discussed earlier in this report, Soro Yiriwaso is planning to conduct an evaluation of GGLS/Soro Yiriwaso program impact using the AIMS tool. In the meantime, the market study carried out during this reporting period provided several insights into the impact of the program.

The women interviewed during the market survey and during focus group discussions stated that Soro Yiriwaso's product is more responsive to their needs than the product of our main competitor in the area, particularly the frequency of repayment. In addition, of the clients interviewed:

- 90% said that Soro Yiriwaso's product and services had a positive impact on their businesses;
- 93% stated they were very satisfied to satisfied with our products and services; and
- 45% said they have never had any difficulties with our existing product.

We are also providing some information on specific Soro Yiriwaso clients who are doing particularly well as a result of their relationship with the institution.

- The Toula women's association in Bougouni has 54 members who became Soro Yiriwaso clients in 1999. They now have a lot of experience in community solidarity since, in addition to timely repayment of all their loans, they have set up a monthly savings system with support from their Soro Yiriwaso credit agent. The system is managed by a management committee (president, secretary, treasurer and two controllers). Every month, each woman contributes 50 FCFA, which brought the fund to 150,000 FCFA. A member can borrow up to 10% of the total fund value, the loan and amount being subject to the approval of the management committee. Association members are contemplating the purchase of a mill once the fund has reached an adequate level.

They are very satisfied with their participation in Soro Yiriwaso's credit program and the innovative ideas provided by the credit agent.



The Toula Women's Association

- The Potters Association of Kolondiéba is very active and engages in several revenue generating activities. They purchase condiments, cereals, peanuts, and rice both locally and from other villages to resell in local markets. They also produce clay storage containers called "canaris." They hire people to procure the clay and then they fire it to produce the final product. To sell the "canaris," the women often travel to markets outside Kolondiéba. Women have used the profits to purchase kitchen utensils, rice for stock and resale, and peanuts for planting.

The women are enthusiastic about the program as it enables them to take out a loan and pay it back in installments, a product not otherwise available to them. They hope the program continues to support their businesses.



The Potters Association

- Chata Diarra is involved in retail sale of dishes and bed sheets. She is a member of the Association Benkan in Bougouni. She buys her merchandise wholesale in Bamako and sells it at retail prices in Bougouni. She now is in her 3rd cycle and has 100,000 FCFA of working capital composed of a 60,000 FCFA loan from Soro Yiriwaso and her own funds. She makes 20,000 FCFA per business cycle and uses part of this income to meet her family's education, health, and food needs.

According to Chata, her participation in Soro Yiriwaso's credit program allowed her to give a new start to her business. She is planning to increase her loan size to expand the business. She says that Soro Yiriwaso is doing the right thing and she thanks the staff for their support of women in the area.

V. Challenges Encountered / Lessons Learned

Just as this semester was full of activities that were necessary to get Soro Yiriwaso off to a good start, it also had its fair share of challenges, the resolution of which taught us some important lessons for the future.

Arrears problems in Bougouni

To resolve this issue, Soro Yiriwaso concentrated its efforts on recovering bad loans, temporarily stopping the issuance of new loans in Bougouni, and writing off unrecoverable loans. This strategy did work in reducing delinquency, but it also had some negative effects on:

- *Scale of our activities:* we have not achieved the level of clients, portfolio and savings we planned.
- *Sustainability rates:* because the level of expenses increased while income from the portfolio was decreasing due to a reduced portfolio size, we were not able to reach expected levels of self-sufficiency.
- *Relationship with clients:* in the loan recovery process, we sometimes used the "gendarmerie" for assistance with difficult clients. We were a little uneasy with the process since we did not want to instill fear in our clientele, but we also thought it was important to show clients that Soro Yiriwaso takes delinquency very seriously and will take action to recover unpaid loans.

This episode in Soro Yiriwaso's history made the staff realize the importance of choosing and training clients well and prompted the institution's Director to require closer supervision of field agents. The experience also made us look closer at our existing product to identify the terms that were making it difficult for women to repay their loan. This examination led us to add more flexibility to the existing solidarity group loans and renew our commitment to staff training.

A new group of staff and clients in Bougouni learned for the first time about the dangers of delinquency and how to manage it. Soro Yiriwaso aims to transfer these difficult lessons to other staff who will be opening new branches so that they can avoid the painful experience themselves.

Delays in development of our five-year Business Plan

As discussed in this report, Soro Yiriwaso received significant support from WAI with the development of its five-year Business Plan. This participatory process was very important in developing Soro Yiriwaso senior staff's capacity in planning, conducting market studies, developing a strategy and drafting a business plan. However, the process took longer than anticipated due to unforeseen constraints for WAI and the length of time it took Soro Yiriwaso to process results from the market survey.

Therefore, Soro Yiriwaso's business plan is well advanced, but will be finalized after the final training session to be offered by WAI at the end of September 2001. We would still like to share with USAID the advanced draft of the document, with the commitment to submit the final Business Plan before the end of 2001.

Delays in signing a Convention with the Ministry of Finance

Soro Yiriwaso submitted a complete application for a Convention with the Ministry of Finance in April 2001, but we have not yet received any comments about the application. We have been following up with CAS/SFD, the department in charge of licensing MFIs, and we learned that the documents have not been sent to the BCEAO in Dakar yet, meaning that the signature of a Convention will require more time. This delay contradicts CAS/SFD's commitment made during the conference organized by APIM in June 2000 to process all applications within three months after the date of submission.

The absence of a Convention poses a major challenge, as some important activities related to total autonomy of Soro Yiriwaso cannot take place until this Convention, which would give Soro Yiriwaso authorization to conduct credit and savings activities, is obtained. In addition, due to this delay, the loan fund and the severance payment of GGLS employees may not be disbursed during this FY, in which case they will need to be carried over to FY02.

We plan to continue communicating with CAS/SFD to push this process forward and involve our Board members in this dialogue.

VII. Partnerships

Some examples of Soro Yiriwaso's partnerships with Save the Children and other institutions in its impact areas and elsewhere include:

Partnership with other Save the Children's programs

Soro Yiriwaso's client associations participated in:

- All training sessions organized by the Democratic Governance Program on themes such as governance, effective management, creation of associations, and legal registration with administrative authorities;
- Training sessions organized by the DG's Literacy Program, whose objectives were to train newly literate women to serve as "relais" for DG activities in rural areas; and
- Training sessions offered by the Health Program on treated bed nets. This has led to highly successful for-profit sale of 2000 bed nets by Women's Associations receiving loans from Soro Yiriwaso.

The Soro Yiriwaso Director and the Microfinance Technical Advisor also participated in Save the Children's senior staff meetings.

Partnership with other institutions

Kafo Jiginew: During this semester, Soro Yiriwaso developed a partnership with the institution Kafo Jiginew by opening an account in their Manankoro Caisse. This process eliminates the risky transfer of cash by Soro Yiriwaso from Manankoro to the Bougouni branch, a distance of 120 km. Soro Yiriwaso's clients in the area make their repayments into Soro Yiriwaso's account and Soro Yiriwaso's credit agent receives loan disbursement funds from the same Caisse, based on the Bougouni Branch's transfer orders. This partnership has strengthened Soro Yiriwaso's loan disbursement and recovery processes. This type of partnership will be pursued in distant, isolated areas and areas where commercial banks are not available.

Peace Corps: The Peace Corps volunteer in our Kolondièba office and a Peace Corps staff person have provided significant assistance in training staff and clients in marketing principles and skills.

APIM: Soro Yiriwaso was represented at all training and other workshops organized by APIM during this semester.

Local Authorities: Soro Yiriwaso maintains open communication channels with local authorities in its impact areas. On several occasions Soro Yiriwaso has consulted with or informed them of issues ranging from repayment problems to conducting a market study in their areas.

Weidemann Associates: Partnership with this institution grew stronger during this semester. Soro Yiriwaso received WAI's assistance in designing and conducting the market study, developing new products, and developing a five-year Business Plan, in addition to setting up a computerized accounting system.

VII. Plans July 1 – December 31, 2001

Plans for the second semester build on the activities that have been carried out during this reporting period to reach new targets defined for 2001. These plans and targets are detailed in the accompanying 2002 Continuation Application and include the following key areas:

- Continuing our efforts to eliminate delinquency in Bougouni and other areas;
- Restarting lending activities in Bougouni-Ville;
- Launching activities in Koumantou and Niéna;
- Finalizing the five-year Business Plan;

- Finalizing the design of new products, developing procedures and management tools to be used with these products, and deciding on personnel and other resources necessary to effectively manage these products;
- Designing and implementing a communication/promotion campaign to create greater awareness among our existing and potential clients of our institution and its products and services;
- Finalizing the process of computerizing the MIS and having both the computerized accounting and loan tracking systems working effectively and accurately;
- Starting the Impact Evaluation using AIMS tools;
- Board training, including an exchange visit to a well-functioning MFI Board in Benin; and
- Finalizing the institutionalization process, when the Convention is signed with the Ministry of Finance. Activities include:
 - Terminating employee contracts with Save the Children;
 - Signing of agreements between Save the Children and Soro Yiriwaso; and
 - Recruitment of credit staff by Soro Yiriwaso.

VIII. FASO JIGI

Since October, 2000 Faso Jigi's leaders' ownership of their caisses and management capacity has increased. Throughout FY01, Save the Children has played a minimal oversight role and has not been involved in management or funding of the caisses. This period of technical assistance and coaching of the caisse leaders and managers has been very helpful in strengthening capacity and ownership, and Faso Jigi has been able to function with minimal assistance from Save the Children. In recognition of this reality, Save the Children will complete its formal role in supporting Faso Jigi as planned at the end of September 2001. Save the Children will provide limited assistance to Faso Jigi during FY02, but this will be through the Democratic Governance program, and as part of more general support to Community Organizations in Bougouni and Kolondièba.

A. Activities

On-going coaching on caisse management: Save the Children's Capacity-building specialist for Faso Jigi met one to three times per month with the caisse managers and boards to provide support on issues relating to caisse management, loan disbursement and loan repayment. At the beginning of the month, this

meeting centered on the disbursement and repayment situation of the caisse for the previous month.

Production of timely and accurate monthly reports: The Capacity-building specialist provided support to the caisse managers in the production of monthly reports according to a pre-established format. These reports were then shared with the leaders of each caisse who used the reports to monitor their caisses and for decision-making.

The legal registration of the Faso Jigi caisses: The remaining three Faso Jigi caisses received their registrations in May, 2001.

The development and adoption of a procedures manual and management forms: Procedures and loan and savings forms were reviewed with caisse leaders, revised, and adopted by all the caisses.

On-going training: The Capacity-building specialist and outside consultants provided training to caisse leaders and managers in the following areas:

- Activity and budget planning,
- SFD and BCEAO regulations and laws,
- Cooperative culture and sustainability, and
- Marketing.

B. Results

Faso Jigi's results for the first six months of 2001 are provided in the table below. USAID minimum reporting requirements information based on unaudited financial performance can be found in Annex 3.

	June 30, 01	Dec. 31, 00	June 30, 00	Dec. 31, 99
Number of members	1,451	1,261	1,090	867
Number of active loan clients	256	251	338	274
Portfolio Outstanding	45,115,994	43,343,186	56,451,386	49,430,971
% of portfolio at risk > 30 days	17%	30%	20%	6%
Number of loans disbursed	169	307	242	405
Amount disbursed	46,633,173	92,005,000	54,330,000	79,752,000
Savings balance	62,925,806	54,426,546	70,123,951	30,226,346
Operational self-sufficiency	87%	65%	25%	17%
Financial self-sufficiency	74%	60%	24%	15%

A few comments on the information in the table :

- Faso Jigi's number of members continues to increase.
- The portfolio outstanding and amount disbursed reflect a more conservative approach on the part of the leaders of Faso Jigi than a year ago.
- The portfolio at risk of 17%, while still high, is lower than in years past.
- Operational and financial self-sufficiency exceed 100%, demonstrating Faso Jigi's capacity to cover it's costs.

C. Future Plans

During the next three months, Save the Children will :

- Sign agreements with Faso Jigi for the transfer of resources and assets to Faso Jigi,
- Continue contacts with other potential funders and partners of Faso Jigi, including ADABA and the BOAD, and
- Complete remaining training activities.

During FY02 Save the Children's support to Faso Jigi will be carried out through the Democratic Governance program, continuing the progressive reduction in Save the Children's role. The Capacity-building specialist will work within the DG team, providing support to a large number of community organizations in financial management, and providing very limited on-going support to Faso Jigi. SEG will not be asked to provide any assistance to Faso Jigi.

IX. Annexes

- Annex 1:* 2000 Audited Financial Statements for Soro Yiriwaso
Annex 2: Soro Yiriwaso's Minimum Reporting Requirements for Jan. – June 01
Annex 3: Faso Jigi's Minimum Reporting Requirements for Jan. – June 01

ANNEX 1

Soro Yiriwaso's Audited 2000 Financial Statements

Bilan au 31 Décembre 2001

ACTIF	Dec 1999	Dec 2000
OPERATIONS AVEC LES INSTITUTIONS FINANCIERES	24 815 361	52 597 065
Caisse	5 880 900	11 819 355
Banque compte à vue	18 934 461	40 777 710
OPERATIONS AVEC LES MEMBRES	63 665 154	86 124 000
Credits sains (court terme)	59 468 334	77 842 621
Créances en souffrance	4 196 820	8 281 379
OPERATIONS DIVERSES	1 140 000	0
Virement de fonds		0
Debiteurs divers (Faso Jigi)	1 140 000	0
Compte de régularisation		0
IMMOBILISATIONS	13 638 672	29 826 613
Immobilisations corporelles (net)	13 638 672	29 826 613
TOTAL ACTIF	103 259 187	168 547 678

PASSIF	Dec 1999	Dec 2000
OPERATIONS AVEC LES MEMBRES	6 417 452	13 115 334
Epargne obligatoire	6 417 452	13 115 334
Epargne volontaire		
OPERATIONS DIVERSES	1 182 023	9 228 085
Créditeurs divers (Faso Jigi)		6 919 800
Virements de fonds		1 696 455
Comptes de régularisation	1 182 023	611 830
Fonds maraîchage		
PROV FONDS PROPRES ET ASSIMILES	95 659 712	146 204 259
Subvention d'investissement	13 638 672	29 826 613
Prov pour participation aux fonctionnement		
Fonds de dotation	17 325 915	18 110 005
Fonds de garantie	10 624 600	10 624 600
Fonds de solidarité		672 843
Provisions pour pertes et charges	1 790 408	5 590 598
Report à nouveau	45 448 331	52 280 117
Excédent ou déficit	6 831 786	29 099 483
TOTAL PASSIF	103 259 187	168 547 678

Compte d'Exploitation pour 2000

CHARGES	1999	2000
Charges Financières		
Intérêt		
Autres Charges Financières		
Achats et Services Extérieurs	1 735 741	8 354 896
Achats de fournitures de bureau	944 487	3 454 596
Variations de Stock	0	0
Eau et Electricité	185 846	928 462
Loyer	490 500	900 000
Entretiens et réparations		2 401 335
Prime d' assurance	114 908	670 503
Autres Services Extérieurs	10 555 597	6 560 090
Publicité et relations publiques	0	0
Transport et déplacements	7 236 684	5 672 835
Frais postaux et télécom	708 939	765 455
Services Bancaires	12 250	5 250
Frais de formations et de recherche	2 516 850	68 650
Divers	80 874	47 900
Charges de personnel	26 908 250	69 976 909
Frais de personnel	22 726 562	63 769 163
Charges Sociales	4 181 688	6 207 746
Autres Charges	5 882 495	1 868 200
Pertes sur créances irrécouvrables	5 338 427	1 475 355
Charges liées à l'institutionnalisation	0	0
Audit externe	0	0
Charges Diverses	544 068	392 845
Dotations aux amort et Prov	3 408 103	19 840 721
Dotations aux amortissements	1 617 695	5 098 615
Dotations aux provisions	1 790 408	14 742 106
Sous total charges	48 490 186	106 600 816
Charges except		
Charges hors except		
Excédent ou déficit	6 831 786	29 099 483
TOTAL	55 321 972	135 700 299

PRODUITS	1999	2000
Produits financiers	13 057 814	29 531 537
Intérêt	10 098 614	24 918 942
Autres produits financiers	2 959 200	4 612 595
Autres produits	39 731 406	97 462 193
Produit divers	0	1 118 574
Subvention d' exploitation	39 731 406	84 886 645
Reprise sur amortissement		0
Reprise sur provisions		11 456 974
Produits exceptionnels	2 532 752	8 706 569
Quote part des subventions virées au compte	2 512 752	5 098 615
Autres produits exceptionnels	20 000	3 607 954
TOTAL DES PRODUITS	55 321 972	135 700 299
Soutenabilité opérationnelle	27%	31%
Soutenabilité financière	25%	30%

ANNEX 2

Soro Yiriwaso's Minimum Reporting Information

A. PORTFOLIO AND OUTREACH		1 January - 30 June 2000
1. Portfolio outstanding		
Beginning of period		86 124 000
End of period		72 985 800
2. Number of active loans		
Beginning of period		4 872
End of period		4 993
3. Average outstanding loan size		
Average outstanding loan size		14 618
Average disbursed loan size		23 190
4. Amount disbursed for the period		106 095 000
5. Number of loans disbursed during the period		4 575
6. Percentage women clients		100%
7. Portfolio with arrears		
Portfolio with arrears of more than 30 days		674 695
Portfolio with arrears of 31 to 60 days		383 120
Portfolio with arrears of 61 to 90 days		795 415
Portfolio with arrears of 91 days to 1 year		3 551 510
8. Amount of savings		
Amount of compulsory savings beginning of period		13 115 334
Amount of compulsory savings end of period		12 680 088
9. Number of savings accounts		
Number of compulsory savings accounts beginning of period		5 646
Number of compulsory savings accounts end of period		5 526
10. Number of credit and/or savings staff		19
B. INTEREST RATE POLICY		
11. Loan interest rates		
Nominal rate		25%
Effective rate		29%
12. Interest rate paid on savings		0%
E. INDICATORS OF FUND COST		
47. Local interbank lending rate		5,5%
48. Local 90-day CD rate		4,5%
49. Local inflation rate for the period		0%
F. PERFORMANCE INDICATORS		
50. Total administrative expenses		70 485 650
51. Adjusted financial expenses		4 375 520
52. Total adjusted expenses		74 861 170
53. Operational efficiency		89%
54. Adjusted return on operations		30%
55. Loan loss rate		3%

C. INCOME AND EXPENSES INFORMATION		1 January - 30 June 2000
INCOME		22 327 510
13. Interest and fee income for loans		16 736 912
14. Income from investments		-
15. Other operating income from financial services		5 590 598
EXPENSES		
16. Staff expenses		42 161 243
17. Other administrative expenses, including depreciation		25 915 787
18. Loan losses		2 408 620
19. Interest and fee expenses		-
20. <i>Net operating profit</i>		(48 158 140)
21. Non operating income		63 210 989
22. Non operating expenses		19 931 612
DONATIONS		
23. For operating expenses		63 210 989
24. Capital contribution		
Loan fund		-
Equity		-
Fixed assets		4 878 763

D. BALANCE SHEET INFORMATION		June 30, 2001
ASSETS		
25. Cash on hand and in bank		73 216 510
26. Mandatory reserves		-
27. Short term investments		-
28. Loans outstanding		72 985 800
29. Loan loss provision		4 407 101
30. Net portfolio outstanding		68 578 699
31. Long term investment		-
32. Fixed assets		33 788 403
33. Other assets		6 939 740
34. Total assets		182 523 352
LIABILITIES AND EQUITY		
Liabilities		
35. Clients' savings		12 680 088
36. Other savings		-
37. Loans from central Bank		-
38. Loans from other banks		-
39. Other short term liabilities		9 395 685
40. Other long term liabilities		-
Equity		
41. Paid in equity		-
42. Donated equity		51 898 408
43. Retained earnings		81 379 600
44. Other capital accounts		11 781 882
45. This period's profit or loss		15 387 689
46. Total liabilities and equity		182 523 352

ANNEX 3

Faso Jigi's Minimum Reporting Information

A. PORTFOLIO AND OUTREACH		1 January - 30 June 2000
1. Portfolio outstanding		
Beginning of period		43 343 186
End of period		45 115 995
2. Number of active loans		
Beginning of period		253
End of period		251
3. Average outstanding loan size		
Average outstanding loan size		179 745
Average disbursed loan size		280 589
4. Amount disbursed for the period		43 210 669
5. Number of loans disbursed during the period		154
6. Percentage women clients		22%
7. Portfolio with arrears		
Portfolio with arrears of more than 30 days		9 527 940
Portfolio with arrears of 31 to 60 days		3 190 420
Portfolio with arrears of 61 to 90 days		1 294 800
Portfolio with arrears of 91 days to 1 year		5 042 720
8. Amount of savings		
Amount of savings beginning of period		54 426 546
Amount of savings end of period		62 925 806
9. Number of savings accounts		
Number of savings accounts beginning of period		996
Number of savings accounts end of period		706
10. Number of credit and/or savings staff		16
B. INTEREST RATE POLICY		
11. Loan interest rates		
Nominal rate		25%
Effective rate		27%
12. Interest rate paid on savings		5%
E. INDICATORS OF FUND COST		
47. Local interbank lending rate		5,5%
48. Local 90-day CD rate		4,5%
49. Local inflation rate for the period		0%
F. PERFORMANCE INDICATORS		
50. Total administrative expenses		13 691 699
51. Adjusted financial expenses		2 432 627
52. Total adjusted expenses		16 124 326
53. Operational efficiency		31%
54. Adjusted return on operations		74%
55. Loan loss rate		5%

C. INCOME AND EXPENSES INFORMATION		1 January - 30 June 2000
INCOME		11 894 841
13. Interest and fee income for loans		5 644 806
14. Income from investments		-
15. Other operating income from financial services		6 250 035
EXPENSES		13 691 699
16. Staff expenses		1 352 500
17. Other administrative expenses, including depreciation		9 903 570
18. Loan losses		2 209 629
19. Interest and fee expenses		226 000
20. <i>Net operating profit</i>		(1 796 858)
21. Non operating income		1 882 000
22. Non operating expenses		
DONATIONS		
23. For operating expenses		1 882 000
24. Capital contribution		
Loan fund		-
Equity		-
Fixed assets		2 212 942

D. BALANCE SHEET INFORMATION		June 30, 2001
ASSETS		
25. Cash on hand and in bank		50 741 583
26. Mandatory reserves		-
27. Short term investments		-
28. Loans outstanding		45 115 994
29. Loan loss provision		3 796 978
30. Net portfolio outstanding		41 319 016
31. Long term investment		-
32. Fixed assets		23 458 964
33. Other assets		12 310 347
34. Total assets		127 829 910
LIABILITIES AND EQUITY		
Liabilities		
35. Clients' savings		62 925 806
36. Other savings		-
37. Loans from central Bank		-
38. Loans from other banks		-
39. Other short term liabilities		-
40. Other long term liabilities		-
Equity		
41. Paid in equity		7 202 000
42. Donated equity		48 493 809
43. Retained earnings		6 910 211
44. Other capital accounts		
45. This period's profit or loss		2 298 084
46. Total liabilities and equity		127 829 910

Commercial Gardening and Wells

Semi-Annual Report

for the period

1 January – 30 June 2001



Save the Children

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

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LIST OF ACRONYMS

Commercial Gardening and Wells

CY	Calendar Year
EW	Enterprise Works
FASO JIGI	Mutualist Credit Institution
GVM	Groupement Villageois de Maraichage
JIGIYA	Welldigging Cooperative
SENNASIGI	Gardening Cooperatives
SC	Save the Children
SLACAER	Service Local d'Appui Conseil d'Amenagement et de l'Equipement Rural

I. INTRODUCTION

Working in partnership with community organizations, Save the Children's commercial gardening and wells team has now established 182 gardens in 145 villages of Bougouni and Kolondièba between 1997 and 2001. Supporting USAID's Strategic Objective 2, and Intermediate Result 3, the goal of the program is to increase the income of community members in Kolondieba and Bougouni through commercial gardening and wells.

Results through the first half of the year suggest that goals for production and revenue for Calendar Year 2001 will be surpassed. During the period January – June 2001, the following results were achieved:

- The production of 676.1 tons of vegetables (already surpassing the goal of 620 tons for the CY),
- A total value of vegetables produced of 118,312,000 F CFA (below the goal for the CY, but expected to surpass the goal by the end of the CY),
- An average income per gardener of 23,385 F CFA (slightly below the target for the CY, but expected to surpass the target by the end of the CY),
- The establishment of 59 new community gardens and digging of 120 new wells in those gardens,
- The organization of 42 new villages into village gardening groups (*groupements villageois de maraîchage* or GVM),
- The training of 1,081 gardeners,
- 7,059 active gardeners, 85% of which are women, and
- The organization of two exchange visits between members of the community organizations Sennasigi and Jigiya from Kolondièba and Bougouni.

The semester was marked by a new dynamic of exchanges of experiences between gardeners through the holding of two large forums called "Kumabulo", or *ateliers paysans*. Also, two large and successful fairs were held to promote the sale of garden products in Kolondièba and Bougouni. The SC Commercial Gardening and Wells team is examining the possibility, with the support of SC, of transforming their team into an independent Association or NGO.

Ongoing challenges included loan repayment, which remained at a much lower than expected level of 53% despite great efforts, the delay in the start of production until December, and problems in tomato production and sale.

II. Indicator Results Tables

The results obtained during this period are presented in the following indicator tables and are followed by comments as appropriate.

Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
1. Number of (new) gardens established	0	8	14	22	26	26	57	59	59	9 of the 59 new gardens are not yet in production
Number of (old) gardens renovated	14	12	12	0	0	0	0			
Total gardens (cumulative)	14	20	40	42	66	92	123	182	182	
2. Number of gardens cultivated (operational):										9 of the 59 new gardens are not yet in production
New:	0	0	0	14	36	0	37	59	50	
Old:	14	12	6	6	6	66	65	65	122	
Total cultivated (cumulative)	14	12	20	32	62	66	122	124	172	

Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
3. Number of garden management committee members trained by SC in either <i>improved gardening</i> or <i>management techniques</i>	179	340	290 (179+111)	190	195	130	225	290	176	Lower than expected figures are because only presidents, secretaries and administrative secretaries were trained, and they were asked to train other members.
Women:	89	204	146	142	107	78	125	174	133	
Men:	90	136	144	48	88	52	102	116	43	
4. Number of active cultivators:	600	1,300	1,144	1,700	1,894	2,640	5,059	3,939	7,059	85 % of gardeners are women
Women:		780	687	1,020	1,744	1,584	3,937	2,363	6,000	
Men:		520	457	680	150	1,056	1,122	1,576	1,059	

Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
5. Number of cultivators trained by committees in improved gardening techniques (includes those planting for the first time.)	0	960	990	1,920	2,293	1,040	1,450	1,740	1081	84% of gardeners trained were women. 1081 is less than the number expected because many men and some women decided not to participate in the training.
Women:	-	-		1,152	1,376	624	1,160	1,044	912	
Men:	-	-		768	917	416	290	696	169	
6. Total vegetable production (in tons) ¹	28	153	79	216	248.83	264	346.612	620	676.1	This is the amount produced for 122 gardens. The principal varieties produced were cauliflower, onion, okra, cucumber, beets, carrots, potatoes and eggplants, many of which weigh more than previous varieties like lettuce.
7. Average annual production/garden in tons (Note: Figures for 2001 are for the semester only) ²	2	5.9	3.9	6.35	5.74	4	5.15	5	5.54	Idem

¹ Indicators 6-17 were calculated based on figures collected from a sample of five people per garden, an approach suggested by USAID.

² Indicator 7 is calculated by using annual production figures for gardens that were cultivated year round, and projected annual figures for gardens that were cultivated for less than a year. For 2001, however, the figure noted is an average production estimate for six months only instead of for a year.

Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
8. Value of total production in cfa (m = million)	10m	29.75m	15m	42m	44.69m	50m	66.7m	142.6m	118.3m	This figure is based on sale in 122 gardens over 6 months. The average sale price was 175 F/kg as opposed to 225 F/kg in last year. This is due to poor sales of some vegetables like lettuce and tomato, and the large number of individual gardens cultivated this year due to the lack of cotton production.
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	44.470m	95 066m	72.17m	61% of the value of total production
10. Quantity of vegetables preserved (tons)	0	15	0	43	0	44	0.359	103.33	3 234	Almost all production is sold or consumed. Only a small amount of onions were preserved.
11. Value of vegetables preserved in cfa (m = million)	0	2.9 m	0	8.4 m	0	9.680m	0.380m	23 766m	0.565m	Idem
12. Number of garden wells dug/renovated	26	52	54	44	52	52	117	116	120	4 additional wells were dug.

Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
13. Quantity of vegetables sold (tons)	-	-	49	144	132.54	176	231.070	413.33	415.5	61% is sold
14. Average value of vegetables produced/garden in cfa	714,000	-	750,000	875,000	840,600	875,000	991,830	1,150,000	969,778	Calculated for 122 gardens over 6 months.
15. Average annual income per cultivator in cfa	16,000	-	14,000	24,700	13,625	21,875	22,535	24,010	23,385	Calculated for 122 gardens and 5,059 producers, over 6 months.
16. Quantity of vegetables consumed by cultivators (tons)	-	-	30	-	116	44	115.1	103.33	257.32	

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Indicators	Baseline	1998		1999		2000		2001		Comments
	1997	Expected	Achieved	Expected	Achieved	Expected	Achieved	Expected	Achieved (Jan-June 2001)	
17. Value of vegetables consumed in cfa (m=million)	-	-	5 m	-	18.235 m	0	21.855m	23.776m	45m	Idem
18. Number of well digger/mason teams created	26	-	40	114	84	26	53	58	43	The number trained is less than what was planned because 12 villages have two gardens and 2 villages have 3 gardens. Each of these villages has only one team.
19. Number of well diggers/masons trained	104	-	160	56	194	100	213	232	200	Again, this difference is due to the fact that some villages have more than one garden.

NB: The gardens created in one year are cultivated the next year. Thus the gardens created in 2000 were harvested in 2001, the gardens created in 2001 will be harvested in 2002, etc.

III. Comments on Results Achieved

In general the results of the first six months of 2001 are positive and encouraging. That judgement is based on the following:

- 59 gardens were established as planned. Of the 59 gardens, 50 have already been planted while nine others are still being completed.
- The quantity of vegetables produced is 676.1 tons, much greater than the amount produced in 2000. This is a result of the following factors:
 - The producers focused on producing onions, potatoes, tomatoes, okra, cucumber and eggplant, all of which weigh more than many of the crops previously produced.
 - Water was available in sufficient quantity in all the gardens, with the exception of four.
 - Producers have started to focus on crops that can be preserved for longer periods.
 - Producers are mastering growing techniques as demonstrated by the average production/garden of 5.54 tons versus 4.04 tons in 2000.
- Production value was great, 118,312,950 F CFA, but the sales price per kg of vegetables fell from 225 F FCA to 175 FCFA because:
 - Onions and potatoes were sold at a low price of 175 F CFA in February, when there was a surplus in the market.
 - With the boycott of cotton production, many individual gardens were planted.
 - Some of the gardens created were close to one another, increasing local supply and reducing prices.
- The number of active producers of 7,059 in 2001 was much greater than the 3,939 projected primarily because the projected average number of producers/garden was 40, but the actual number of producers/garden is closer to 65.
- The forums for gardeners facilitated the exchange of ideas and led to the development of the following recommendations:
 - The creation of sales points by Sennasigi, with the help of Save the Children.
 - The introduction of different technologies for preservation and transformation.
 - Intensified search for markets by Sennasigi.
- The fairs allowed producers to see the types of crops that are easy to sell, to gain an idea of the relationship between supply and demand and to sell to buyers from other areas.
- The quantity of vegetables preserved went from .359 tons in 2000 to 3.2 tons in 2001 because producers are beginning to master preserving techniques for vegetables like the onion.

- It is also notable that during the last six months, SC received many more requests for gardens (127) than it was able to fulfill (59), a sign of the on-going high demand for the program.
- Finally, the compressor was not able to break through the hard rock blocking the wells of four gardens. As a result, these gardens can only be cultivated from October to December each year, a reality which reduces the vegetable production possible. The sites of these village gardens will be changed in December 2001.

IV. Impact/Successes Stories

The organization of fairs and the two "Kumabulo" (*ateliers paysans*) in Bougouni and Kolondiéba helped producers to talk through their roles in garden management. Qualitative information collected by SC staff during field visits and training showed that villagers recognize the importance of garden products in their daily lives and in meeting their food needs. With the boycott of cotton production this year, the gardens played an even greater role in the resolution of their financial problems. Sales revenues were used to improve family well-being, and for the purchase of goods like:

- Kitchen utensils and goods needed for marriage,
- Cereals to overcome deficits,
- Medicines,
- School materials,
- Monthly payments for community and formal schools.

The following are benefits that were reported by SC staff during the last six months:

Social Benefits

28% of those people asked said they had resolved social problems with their garden revenues.

- According to Salia Diakité, President of the GVM of Kologo and well-digger: "I bought 40 metal sheets (tôles) at 200,000 F CFA for the roof of my house. Without the garden, I wonder what devil would have helped me during this very difficult year. It was during this year that we really recognized the importance of the gardens." That is why those who did not join the GVM were forced to create their own individual gardens, according to Salia. There are about ten individual gardens with a number of problems: destruction by animals, lack of water and insect infestations.
- Kassim Koné, secretary of the Koloni-Boundio GVM said that he paid for his wife's marriage dowry of 65,700 F CFA thanks to his garden revenue.

- Lassina Diakité, President of the Samako GVM said he regained his honor, dignity, and his life by paying off a debt to the CMDT of 175,000 F CFA. According to him, the debt was a shameful thing.
- According to Seydou Coulibaly of Makono, "My marriage was almost destroyed. I didn't know how to pay the marriage dowry for my wife. I didn't know where to go. Certainly not the Côte d'Ivoire. I managed. I had a harvest of more than 45,000 F CFA of peppers and I paid my dowry. No one can appreciate this activity more than me."
- Téné Mariko, President of the Bladié GVM said that a seasonal worker in the Côte d'Ivoire would not do better than her. She says she bought 30 metal sheets, and built a three room house while staying in her village and living in peace.

Health Benefits

28 % of those people asked said they had used gardening revenue to deal with health problems.

- According to Yaya Diallo of Kologo "The life of my wife was saved during this year without cotton thanks to the garden revenues. I paid for the hospitalization fees and medicines, totaling more than 70,000 F CFA. For me the garden is clothing, it is life."
- An old man of about 65 years, Moutari Sangaré of Banco said that in 50 years he hadn't eaten as well during the dry season. He added, "When we were young, our parents enclosed gardens with earthen walls. There was a lack of water and these walls fell. Since that time we didn't eat well in the dry season until the installation of the garden this year".
- According to Moussa Sangaré of Banco, " My observation is that there are fewer children sick this year with the garden."
- Ba Kaniba Koné de Koloni-Boundio, the oldest woman of the village, says she earned 75,000 F CFA and used it to buy cereals and a cow.

Economic Benefits

According to 33% of those asked, garden revenue allowed them to create small commercial activities and pay for investments in capital.

- Mariatou Diallo of Dialakoroba says she earned 40,500 F CFA that she put into her condiment business.

- Assa Diabaté of Dialakoroba says she earned more than 65,700 F CFA which allowed her to start a small business selling “pagnes”.
- Abdou Laye Koné of Dialakoroba said she earned 64,850 F CFA, and she bought a new bike with it for 60,000 F CFA.
- Soumaila Sangaré of Bladié bought two draft cows for 140,000 F CFA. He said that had he been in Cote d'Ivoire he would not have earned the amount in such a short period of time.
- Moussa Coulibaly of Makono bought a new bike at 65,000 F CFA.
- Sory Diallo of Kologo and Souleymane Koné of Kountio said they each bought a motorbike at more than 150,000 F CFA each.

Educational Benefits

11% of those asked said they used their income to support the education of their children.

- Alou Koné secretary of the Kélékélé GVM said he earned more than 35,000 F CFA which he used for the most part to buy school materials and clothes for his two children, both of whom are students at Kélékélé.
- Karidiatou Koné of Dialakoroba says she earned 32,205 F CFA which she used to buy clothes, school materials and to pay the costs of food for her daughter who is a student in Kébila.

Ecological Benefits

According to many producers, because of the revenues from gardening they have stopped cutting trees to produce charcoal and wood for additional revenue, which has had an important impact on forests in these areas.

V. Challenges / Lessons Learned

Holding two "Kumabulo" (*atelier paysans*) in Bougouni and Kolondiéba allowed SC to identify a number of challenges to overcome.

The Organization of Production

The two workshops revealed clearly the late start of the gardening campaign in December, and the lack of diversification of products within the same gardens and in gardens within the same zone, leading to poor sales.

- **Solutions**

It was recommended that:

- Sennasigi publicize the start of gardening activities beginning September 1.
- Gardeners plant seedlings each year beginning September 1.
- Sennasigi encourage the crops that are the most profitable like potatoes and the improved onion (Yiriwa Jaba).

On the Institutional Level : Sennasigi, Jigiya and the GVMs

There is a need to continue to strengthen the Community Organizations Sennasigi, Jigiya and GVMs if they are to sustain program activities and implement their own activities in the future.

- **Solutions**

- The GVMs, Sennasigi and Jigiya hold regular meetings.
- The Save the Children DG team train the committees of the GVMs, Sennasigi and Jigiya on their roles.
- Sennasigi et Jigiya in Kolondiéba and Bougouni locate land to build an office.

Gardening Techniques

There is a need to improve tomato production techniques.

- **Solutions**

- Create nurseries at the beginning of September.
- Avoid tomatoes as an only crop.
- Organize study visits.

Reimbursement of Gardening Loans:

Many of the producers are not respecting the agreements and the repayment periods (loan repayment rate of 53%).

- **Solutions**

- Exclude those who are late paying, and replace them with new individuals who take over their plots.
- Hold regular meetings on repayment.
- Sennasigi is visiting the villages to collect loans and to give information on the decision it has made: repay all loans by September 30th or face severe sanctions.

VI. Commercialization of Garden Products

Most of the gardening produce is sold. These sales are made in villages, a few urban centers and at local fairs. Since the absorptive capacity of these markets is weak, prices can fall easily when producers produce the same vegetables at the same time. This problem was noted repeatedly during the "Kumabulo". As a result, it was recommended that Sennasigi:

- Investigate with mayors points of sales at the markets in the main towns of the circle.
- Contact potential clients outside of the production zone.
- With the support of Save the Children encourage more diverse production by gardeners.

The value of the vegetables sold in during the first six months of the year was 72,716,673 F CFA, much greater than that of all 2000 which was 44,470,000 F CFA. However, the sales price per kilogram of vegetables this year was 175 F/Kg, less than last year's price of 225 F.

This is the result of the following factors:

- The quantity of vegetables produced increased due to the mastery of production techniques by the gardeners.
- Sales outside of the production zone are not developed.

To resolve these problems, emphasis will be placed on:

- The introduction of less perishable products like the potato and the "improved onion" (Yiriwa Jaba).
- New gardens that are created will be required to be a certain distance away from other gardens in order to avoid market saturation.

The organization of the two gardening marketing fairs was a learning opportunity for the producers and a chance for them to promote their products. According to many of them, "we know now what sells easily and brings in lots of money. Next year we will beat the villages that won the sales competition." While cotton is called white gold in the two districts, in 2001 gardening produce was "green gold" as it allowed people to live through the year without cotton and to care for themselves, clothe themselves, marry, maintain their health, support their children's education, and buy cereals for their families.

VII. Partnership

During the first six months of the year, partnerships with EWI, SLACAER, Jigiya and Sennasigi were strengthened.

- **EW:** Enterprise Works was a great support in the introduction of the Yiriwa Jaba, in providing the seeds and in training the personnel of Save the Children in the production of Yiriwa Jaba.
- **SLACAER:** The partnership with this structure was demonstrated above all in the support for and development of the associations and cooperatives. In two workshops SLACAER provided information on all the laws relating to cooperatives and associations in Mali.
- **Jigiya:** Jigiya carries out the digging of wells.
- **Sennasigi:** Sennasigi coordinates gardeners activities and plays a big role in loan recovery.
- **Inter Coopération (Swiss Development Aid):** Inter Coopération has been developing their strategy for the sector in the region of Sikasso in cooperation with Save the Children.

VIII. Complementary Activities with Save the Children Private Funds

With the private funds of Save the Children we created 15 new community school gardens, for a total of 42 school gardens created to date.

Beekeeping activities are conducted in 35 villages, with 384 children having received 384 beehives. The following beekeeping results have been achieved:

- Production of 2,792.5 kg of honeycombs with a total value of 488,688 F CFA earned at 175 F CFA/kg,
- Production of 698 liters of honey with a total value of 349,000 F CFA at 500 F CFA/liter, and
- Production of 139.688 kg of beeswax with a total value of 139.688 F CFA at 1000 F/kg.

The goal of these activities is to:

- Develop children's entrepreneurial skills,
- Develop children's management capacity,
- Permit children to contribute to the development of their community with the revenue generated from these activities.

IX. Future Plans: July – December, 2001

The principal activities planned for this period include:

- Follow-up on winter garden production,
- Training of producers and Sennsigi members on gardening techniques,
- Loan recovery,
- Test of soya production on one hectare in Bougouni,
- Creation of 38 gardens,
- Digging of 76 wells,
- Creation of 8 community school gardens with 8 wells,
- Transfer of four gardens where hard rock is blocking the deepening of wells,
- Introduction of potatoes and the Yiriwa Jaba,
- Training in the production of the Yiriwa Jaba,
- Quarterly meetings of Sennasigi and Jigiya,
- Organization of meetings with traditional water diviners,
- Investigating the zone of Koumantou for future extension of the program,
- Follow-up on beehives,
- Follow-up on community and school gardens, and
- Establishing a computerized database for the program.

DEMOCRATIC GOVERNANCE

Semi - Annual Report

For the period

1 January – 30 June 2001



Empowering women through literacy, Maimouna Koné receives a prize for being the best student.

Save the Children

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

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List of Acronyms

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

Started in FY 1999, the Democratic Governance ("DG") Program will be entering its fourth year of programming. Over the first semester of 2001, we worked to further develop our initiatives in the Kolondièba region and to introduce DG activities in the district of Bougouni. Both regions now have a strong base of COs who share a vision of DG principles, and through everyone's efforts, have developed their competencies in effective governance. We are heartened to see increasingly the positive results of our training, mentoring and awareness raising activities through greater citizen participation in communal activities and the decision making process.

Through our prior work in Kolondièba, we have built a strong base of 349 COs in 12 communes. To further develop these COs and expand the program's reach, we are concentrating our efforts on sustainability. This semester we have been working diligently to create a network of volunteer community trainers, "relais", who will be able to quickly and adequately support the COs and the communities. This network enables us not only to reach a wider audience, but also to build local training capacity and engender a stronger sense of community ownership of the DG process.

As anticipated in our last *Continuation Application*, the Democratic Governance program introduced formal DG activities in the district of Bougouni in FY 2001 to actively support 387 COs in 19 communes. Given our presence in the district of Bougouni since 1996, Save the Children already has well-established local programs in health, commercial gardens and microfinance as well as, in partnership with twelve Malian NGO partners, community schools throughout the Sikasso region. Many of the targeted COs grew from these programs.

To prepare for the Bougouni expansion, Save the Children worked with CEPROCIDE on a baseline study in December 2000. We strategically chose to support 387 of the 438 COs identified in the area. These community organizations are a representative sampling of the sectors and activities reflecting the socio-economic life of the project zone. Included in these community organizations are village associations, community garden management committees, ASACOs, women's associations, men's associations, microfinance groups and federations such as SENNASIGI, JIGIYA, FELASCOM, APEs, and Faso Jigi.

This report discusses the results of our innovative "relais" program in Kolondièba and successful expansion into Bougouni and the lessons learned from these activities. We then present an overall vision and strategic plan of DG activities for the second half of 2001.

II. RESULTS

A. Kolondiéba

Entering the fourth year of activities in this zone, we are currently involved with 349 COs and federations spread throughout 12 communes of the district as noted in the tables below. This semester's activities have been essentially centered on a consolidation of accomplishments and the development of community ownership of the DG approach.

Categories and Types of COs Targeted in FY 1999

Category	Types		Communes					Total
	Mixed	Women	Mena	Kébila	Kadiana	Fakola	Kolosso	
SMC	61	2	6	23	13	10	11	63
VA	87	3	13	28	20	18	11	90
ASACO	8	1	3	2	1	2	1	9
Primary APE	5	0	0	1	1	1	2	5
Radio Benso**	1	0	1	/	/	/	/	1
VGG	10	3	0	7	2	3	1	13
Faso Jigi *	1	0	1	/	/	/	/	1
Sennasigi *	1	0	1	/	/	/	/	1
Jigiya *	1	0	1	/	/	/	/	1
Felascom *	1	0	1	/	/	/	/	1
GGLS	0	19	2	10	2	4	1	19
APE Federation *	1	0	1	/	/	/	/	1
Total	177	28	30	71	39	38	27	205

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

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

Categories and Types of COs Targeted in FY 2000

Category	Types		Communes							Total
	Mixed	Women	Tousse-guela	Nanga-lasso	Tiongui	Kolon-dieba	N'Golo-diana	Bou-goula	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

Results: Cooperative Agreement Program Indicators

Indicators	2000 Results	Expected Results in 2001	Activities January-June 2001	Results Achieved
% of COs which are democratically governed	41.23% (target of 40%)	50%	CO Refresher trainings in self-governance Themes: CO structure and operation, by-laws, keeping minutes/records of meetings and general assemblies.	<ul style="list-style-type: none"> ♦ 60 «relais» working; ♦ 3 centers opened; and ♦ 347 COs active, 1,479 CO members active compared to a possible 1,735 (or 85%) of whom 945 are men and 534 (or 36%) are women.
% of COs with sound management practices	18-19% (target of 50%)	65%	Refresher training for COs in administrative and financial management and in strategic planning. Refresher training in the preparation of financial and activity reports.	
% of COs having one woman in a position of responsibility	41.01% (target of 45%)	55%	CO refresher training on the constraints and opportunities associated with women's involvement in decision-making. Training of women leaders in their rights and responsibilities as well as civic action.	Training of 104 women compared with an expected 100 on their rights and responsibilities and the opportunity for them to be involved in decision-making.
% of COs pursuing civic action	15.15% (target of 30%)	35%	CO refresher training on rights and responsibilities, advocacy process, strategy, and implementation	<ul style="list-style-type: none"> ♦ 60 «relais» working; ♦ 3 centers open; and ♦ 347 COs active, 1,479 active CO members of a possible 1,735 (or 85%) of whom 945 are men and 534 are women.
% of COs mobilizing non-member, non-USAID resources	50.30% (target of 50%)	65%	CO refresher training on income-generating activities, mobilization of resources, starting up small projects and partnership negotiation.	
Number of federations and intermediary NGOs working together systematically to resolve serious environmental constraints	3 (target of 5)	7	Meetings/discussions between CEPROCIDE and the federations of Jigiya, Faso Jigi et Sennasigi to analyze the social, economic, and political environment with the objective of overcoming development challenges posed.	Federation member training by «relais» in Kolondiéba and by CEPROCIDE in Bougouni in decentralization and the DG indicators. Regular meetings to exchange experiences were established which often produced synergistic action.

Indicators	2000 Results	Expected Results in 2001	Activities January-June 2001	Results Achieved
% of COs that know their rights and responsibilities in relation to local government	83.64% (target of 50%)	65%	Refresher training for CO members and other actors in civil society on fundamental human rights and responsibilities, knowledge of the current administrative, political, social, and economic environment of the country.	Active involvement of newly elected local officials, traditional leaders, leaders of public opinion, and members of COs at refresher trainings.

Observations:

The above noted results directly support the implementation of the strategic objectives through the mobilization of «relais» trained by our staff. «Relais» are community volunteers who are literate, active and respected in their communities. They have been trained by SC with the expectation that they will carry out decentralized training in their communities, thus reaching more CO members at the grassroots level. These «relais» have held community based trainings which enabled the participation of more CO members (particularly women) than was possible in the past with centralized trainings. 1,479 (or 85%) CO members were very diligent in attending the refresher trainings which is why the participation results for self-governance, sound management, sustainability, and civic action are identical. Also, every one of the 349 COs participated in these refresher trainings even if, in some cases, they were only represented by one or two people. The strategy of bringing the trainings closer to the COs involved has, not unexpectedly, had a dramatically positive effect on levels of participation, and consequent enthusiasm for and implementation of the key aspects of the *Democratic Governance* program.

B. Bougouni

Categories and Types of Target COs and Federations FY 2001

Category	Types		Communes																		Total	
	Mixed	Women	Bougouni	Kola	Yiridugu	Garalo	Defina	B. Tiemala	Tiemala B	Zntbgu	Dogo	Meridiela	Keleya	Sientoula	Ourun	Sido	Kokelé	Danu	Faraguaran	Kourou Larnini		Faradjelen
ASACO	18	/	3	/	1	2	/	/	1	2	3	1	1	/	1	1	/	1	1	/	/	18
APE	16	/	1	/	1	1	1	1	1	1	1	1	1	/	1	1	/	1	1	/	/	16
FELASCOM	1	/	1	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	16
APE Fed	1	/	1	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	1
Faso Jigi	2	/	1	/	/	1	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	1
Jigiya	1	/	1	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	2
Sennasigi	1	/	1	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	1
GVM	45	/	3	4	5	8	1	1	12	4	/	/	/	/	/	/	/	/	/	/	/	1
AV	243	/	/	7	14	34	8	4	21	18	18	18	18	13	7	26	8	10	6	6	7	243
GGLS	/	20	/	/	2	9	1	1	/	/	/	/	/	/	/	2	/	/	5	/	/	20
AF	/	35	14	/	1	2	/	/	1	4	3	/	6	/	/	/	/	1	/	3	/	35
Maraichage	4	/	/	/	/	4	/	/	/	/	/	/	/	/	/	/	/	/	/	/	/	4
Total	332	55	26	11	24	61	11	7	36	29	25	20	26	13	9	34	10	13	13	10	9	387

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Results : Cooperative Agreement Program Indicators

Indicators	Baseline (12/2000)	Expected Results in 2001	Activities January-June 2001	Results Achieved
% of COs which are democratically governed	41.23%	50%	Conducted 47 training sessions in democratic governance on the following subjects: - CO structure and operation; and - Development of by-laws.	<ul style="list-style-type: none"> ♦ 334 COs of 387 trained; ♦ 997 CO and federation members participated; and ♦ women's participation of 271 or 27.18% of the total.
% of COs with sound management principles	20%	65%	Conducted 47 training sessions in principles and tools for sound management practices.	
% of COs having one woman in a position of responsibility	41.01%	55%	Conducted a literacy campaign.	
% of COs pursuing civic action	15.15%	35%	Conducted 47 training sessions related to women's leadership.	
% of COs mobilizing non-member, non-USAID resources	50.30%	65%	Conducted 47 training sessions on citizen rights and responsibilities, concepts of civic action and advocacy.	
			Conducted 47 training sessions on negotiating partnerships and project development.	

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Observations:

As in Kolondièba, we have used a strategy that encourages maximum CO attendance at the training events by opening enough centers in the different communes to facilitate optimal community access. 334 COs of 387 invited (or 86.30%) were able to attend the trainings given in 47 centers. These 334 COs were represented by 997 participants who occupied a variety of positions in their respective COs (president, administrative secretary, treasurer, manager, stock manager, etc.). These 997 participants were charged with the responsibility of taking back to the other CO members the knowledge which they gained through these training sessions. The lessons of our DG forums ultimately reached 12,695 CO members as well as other actors in civil society. With 86.30% of the COs thus involved, we feel that the program has already achieved a very solid base in its first year in the zone of Bougouni. The results of our DG work have served to shape public opinion more favourably to DG principles and to encourage other COs in and around our target area to emulate the practices of the COs we work with directly. 53 COs did not participate in trainings because they did not accept the decisions regarding the location of certain training sites. To sensitively address this issue, trainings on the vision and objectives of the DG program will be organized in their actual villages.

We hope to improve the rate of women's participation over the next semester. The low rate of women's participation is tied not only to illiteracy (which is also an impediment to female leadership in the COs) but also due to the fact that this program is only in its first year of operation in Bougouni. There is an initial distrust in a social environment very much tied to old ways and customs. We have a variety of plans for the remainder of this calendar year to address women's participation.

C. Staff Training

To more dynamically and effectively support the COs, the program has held a series of staff development trainings to strengthen the capacity of its personnel including:

- Training of the Bougouni personnel by OMAES on advocacy strategies and process as well as the development of requests for funding;
- Participation of two staff in a training session (22-30 April) in Niamana organized by the Djoliba center on «*Création et structuration démocratique d'un groupement communautaire de développement*»; and
- Staff training on decision making – a module developed by CEPID (Cabinet d'Etude pour la Promotion de l'Initiative de Développement). We learned about this module from a meeting for all stakeholders in democratic governance and decentralization activities in the Bougouni district. The objective of this module was to increase staff capacity to :
 - Support the creation of «dynamic» COs;
 - Help COs to be living models of democracy and decentralization ;
 - Help COs to be strong and unified bodies for reflection and action for the benefit of citizens;
 - Assist COs in the development of management and communication tools;
 - Help COs to be capable of analysing their development priorities;
 - Encourage COs to adopt a code of professional ethics; and

- Assist COs in producing a procedures manual on consultation and decision making.

D. Other Activities

Kolondièba

In addition to those activities directly related to program indicators, other equally important activities mobilised the whole team. These activities involved mentoring and strengthening the capacity of individual COs and their personnel. They included :

- Training the «relais» on goals and tools for strengthening the program;
- Training of the «relais» in general principles related to decentralization and the functioning of the different communal bodies so that they can be more effective in their work with communities and community organizations;
- Training of the «relais» in REFLECT, a participatory literacy tool which promotes analysis and active involvement in and responsibility for problem solving;
- Piloting of the Child-to-Child approach to support understandings of basic citizen rights and responsibilities;
- Training for women leaders: 104 women of 100 expected were given an orientation on the opportunities and challenges related to improving the socio-economic status of women as well as training in effective and appropriate advocacy strategies;
- Refresher literacy training for COs to strengthen their capacity to document their activities. Literacy «relais» in each of the 12 communes of the district work closely with the DG «relais» to ensure necessary support to communities and community organizations; and
- Theatrical productions in 32 villages of the 12 communes as a tool to promote discussion around DG themes.

The community «relais» approach

In keeping with our vision of community and CO ownership of the process, we have put into place a network of «relais» trainers. The 60 men and women who serve as «relais» were identified during the course of refresher trainings and chosen for their strong grasp of the program as well as their suitability to work to strengthen COs. Beginning with a training on the programmatic principles and adult learning methods, these sixty «relais» were then actively involved in the DG activities carried out in their communities. They implemented, with the support of our DG agents, the CO refresher trainings in decentralization and CO strengthening tools. The creation of this network addresses several goals we identified for the DG program: community ownership of the process, program cost reduction, the anchoring of DG principles with the target population, and the development of future animators for civic action centers.

Bougouni

In support of activities directly tied to the DG strategic objectives, the following was carried out during this reporting period:

1- Baseline data collection

As part of the plan to expand the program to Bougouni in 2001, Save the Children and CEPROCID staff collected baseline data in December 2000 for all 19 communes of the district, including 494 COs and federations.

2- Introductory program workshop in Bougouni

Before beginning activities in Bougouni, we conducted an introductory workshop for program partners and other stakeholders to share the strategy and objectives of the DG program. In addition to USAID and its PVO partners, the workshop brought together traditional leaders, local (elected) officials, government, members from various state technical services, and members of COs and federations.

3- Initial contact through local general assemblies / feedback on the results of the baseline data collection

Before beginning intensive DG activities related to the program's strategic objectives, results of the baseline study were shared with communities in all 19 communes in the Bougouni district to help the COs and federations have a better understanding of their structural and operational strengths and weaknesses.

Introductory general assemblies were also held in each commune with the participation of village heads, community leaders and locally elected officials.



A typical forum bringing together COs, community leaders, and local officials

4- Intensive literacy and refresher literacy courses for CO members

We initially began literacy training as a way to develop CO capacity to document their activities and to work with local authorities. However, the power of literacy in building a strong civil society cannot be overestimated. As President Alpha Konaré mentioned when he met with the visiting U.S. Congressmen in January, «L'alphabétisme est une acte fondamentale de libération et la base de responsabilisation». He spoke of literacy's vital role in the decentralization process. We see the powerful empowering effects of literacy on people's interest in civic action. For this reason, we provided refresher training for those who attended literacy courses last year as well as intensive introductory training for new participants.

Intensive literacy training

These 35-day training events are geared primarily towards literate CO members. The sessions are facilitated by the literacy «relais», volunteers identified within the communities to enable post-training follow-up. 210 such local trainers were identified and, after receiving a seven-day training session, carried out 35-day intensive programs hosted by 46 villages in Bougouni and 54 villages in Kolondièba. These trainings involved 2,423 participants of whom 1,318 (or 54.39%) were women.

Refresher literacy training

Refresher trainings were organized for those who had received intensive training in 2000. Thus 1,984 CO members who participated in literacy training the previous year benefited from 20 days of refresher training during this reporting period. 90 centers, of which 70 are in Kolondièba, were opened to host this activity. 1,103 women or 55.59% attended these courses.

To encourage the participants, ceremonies were organized at the end of these sessions at which awards were given to the best students. Attending these ceremonies were representatives from our NGO partners, state technical services, government delegates, the mayor of Bougouni, locally elected officials, and neighboring communes. This turnout reflects the communities' shared view of the importance of written language as a means of transmitting knowledge and know-how.

III. IMPACT OF ACTIVITIES

A. Kolondièba

Our staff cited the following broad areas of impact during the last six months:

- ▶ Growing awareness of communities as to their rights and responsibilities.
- ▶ Greater motivation of CO members.

- ▶ Participation of village heads in different training sessions.
- ▶ Large-scale participation of women in the activities at the community-based centers.
- ▶ Involvement of communal authorities in the program : I.e., Visits of support by the mayors to the training centers in the different communes, specifically Tousseguela, Mena, Bougoula, etc. and the active participation of some communal councilors.
- ▶ Through the desire to emulate those COs involved in the program, there are more and more cases of non-targeted COs who have applied for official registration.
- ▶ 80% of the COs we work with have established by-laws and have their official registration.
- ▶ COs respect their by-laws (dues, holding regular meetings with minutes kept, regular feedback on the administrative and financial management of the CO to the community and to CO members, etc.).
- ▶ Payment of taxes following awareness raising activities and social negotiation conducted by the «relais».

Success Stories

The following are recently reported accounts of actions directly resulting from our DG interventions:

▶ *In the commune of Nangalasso:*

After the theatrical presentation on citizen rights and responsibilities, a person voluntarily went to pay his taxes as he realised that the commune would not develop unless he (along with others) accepted their responsibilities.

The Village Association of *Dialakoro* is thinking in terms of sustainability and is actively applying the skills they have learned in the various DG trainings.

In fact, in response to the need to lessen the daily workload for women and to provide the opportunity to diversify activities, the village association developed and submitted a proposal for a multifunctional mill to *Plate-Forme*, a support structure for community groups. This financing was granted and the community organization also raised its contribution of 250,000 CFA. The secretary of the Village Association, Bafereme Sangaré explained:

"With the trainings received from the DG program, in particular those relating to the development of a small project and partner negotiation, we now have a new partner: *La Plate Forme Multifonctionnelle*, who accepted our proposal for support. We were able to develop the proposal ourselves in Bambara which they accepted and understood. We now have a mutually agreed upon calendar with *Plate Forme* for the implementation of this project. We deeply appreciate the DG program which enabled us to have the opportunity and the capacity to initiate this project to lighten the load for our women."

➤ ***In the commune of Tiongui:***

In the village of *Woblé*, the school management committee successfully negotiated with the CAP of Bougouni II to provide a teacher, construct a literacy center, build 40 school benches, a table and a chair – for a total value of 60,000 CFA.

In the village of *Doubasso*, Ali Diarra, paid off his debts after attending a theatrical presentation on citizen rights and responsibilities.

A women's association was created in *Nangalasso* and is presently in the process of receiving official recognition.

➤ ***In the commune of Kébila:***

Many non-targeted associations have participated in the various DG trainings, demonstrating strong community interest in this program.

➤ ***In the commune of Mena:***

With the advent of the *Democratic Governance* program, community organizations are modernizing themselves, by documenting, for example, their activities. The DG trainings are highly appreciated in this commune. Chata Diakitè, the president of the CGECOM of *Djissan* explained:

“Thanks to the DG trainings, women and men have left the shadows. We know about citizen rights and responsibilities which are demonstrated through such things as getting identity cards, paying taxes, and having birth certificates and marriage certificates.”

➤ ***In the commune of Kolondièba:***

A women's group on their own initiative engaged a teacher at a literacy center for 15 days for an introduction to reading, writing, and arithmetic.

B. Bougouni

Through the baseline study in November-December 2000, we made a number of observations as to the nature and quality of organizations and the level of literacy of their members. Among other things, we noticed:

- An absence of a clear list of CO members;
- An absence of functioning management bodies;
- Weak capacity in reporting/documentation (given the low levels of literacy, one person who may be literate, nearly always a man, does everything for the CO);
- Weak integration of the CO in the community;

- Weak CO understanding of local government institutional structures and possibilities for partnership;
- Financial weaknesses;
- Few women as officers in mixed COs; and
- COs mainly run by the oldest men in the community.

These factors have been especially challenging in terms of the active participation of those attending the training events, though they have not minimized the interest level of those participants. It is this enthusiasm that communities have shown for DG activities which has contributed towards positive changes noted below :

➤ ***In the commune of Sido:***

Development and institution of by-laws by COs in Karakana, Sanseguela, Konoko, and Tomiyala.

In addition, the women of Sido, already organized through informal "tontines", decided to better organize themselves and created a formal association which complies with all of the DG criteria.

➤ ***In the commune of Kokelé:***

Development and institution of by-laws by COs in the villages of Kokelé, Dissan, and Mamissala.

In these two communes, 75% of the targeted COs are using administrative and financial management tools, necessary for "sound management".

Establishing the program in these two communes also led the administrative secretaries of 42 COs to create fora for regular exchange so that they can work together to strengthen their abilities to represent their COs and their communities.

* Most of the non-functioning boards in these two communes are today operational.

* There has been a high demand for participation by COs not originally targeted, including the garden management committees of Zambouroula and Soko, as well as a strong interest in all of the communities for more literacy training opportunities.

➤ ***In the communes of Kouroulamini and Faradjelen:***

The trainings and the coaching have very positively affected the operations of the COs participating in our program. Previously these COs had experienced significant and multiple management problems.

Of particular importance are the positive changes noted below which reflect a basic understanding and assimilation of DG concepts:

- Non-functional boards have been re-formed after the trainings.
- COs use management tools such as a minutes book, account book, a bank book and draft action plans with budgets.
- Non-targeted COs emulating those who we are working with.
- A high CO interest in literacy training which is seen as a necessary base to manage their work.
- The various training activities, radio broadcasts, mentoring, and public discussions have also had noticeable effects on the manner in which the communal councils structure and conduct business.

Success Stories

From the changes cited above, the relevance and importance of the program in the communes of Kouroulamini and Faradjelen are clear. The following are further indications of ways in which the DG training has achieved positive results:

› In the commune of Kouroulamini

- Management tools have been implemented and used by most of the hundred COs trained. Specifically, these COs each have meeting minutes notebooks, an account notebook, and an action plan with a budget, the template for which was developed by the village association in Nianneguela.
- Some boards which have been re-activated:
 - * Women's Association Board of N'Tentou where most of the women on the board were between 58 and 70 years old;
 - * Re-activation of the Village Association board of Magnambala through the replacement of the treasurer. The former treasurer was also the imam of this same village but stepped down after the feedback sessions on the DG concepts; and
 - * Re-activation after 30 years of existence of the APE of N'Tentou. The board reformed itself after its president performed the Hadj and decided to retire.
- The village association of Madina Kouroulamini independently organized an intensive 45 day literacy course (1 April - 15 May) which was held in the Merdersa of this village. Of the 33 participants, 17 (of whom 7 are women) are able today to read, write, and do basic arithmetic.
- Four non-targeted COs who participated in the trainings now keep regular books of minutes and accounts. These COs are: APAM of N'Tentou, Women's Association of Madina Kouroulamini, and the APE and Adama Ton.

› *In the commune of Faradjelen :*

- Management tools, including minutes books, account books and a bank book from the bank in Faraba were established and are kept up to date in eight of the ninetargeted COs.
- Re-formation of the Tiefagala market garden committee's board, following such terrible confusion that most of the active cultivators had no idea of who the board members were.

IV. LESSONS LEARNED / CHALLENGES

Lessons Learned

- ✓ Each time that a strategic new innovation is introduced which might affect results in a zone which has participated in the program, it is important to include all of the partners/stakeholders directly or indirectly involved in the endeavor in a discussion about the innovation. This minimizes the frustrations and misunderstandings as well as creates a base which supports optimal positive results.
- ✓ Behavior change intervention programs should be adapted for each community to conform with the expectations of community partners, building on previous experiences of the communities. This adaptation engenders a greater degree of community ownership over the changes promoted.
- ✓ Because of DG work on citizen rights and responsibilities and the development of advocacy skills, the DG program is often seen as encouraging revolt against the communal and state bodies. Its messages may have a tendency to be misinterpreted as promoting "revolution" in communities where there are pre-existing unstable social ties. Staff who are running such programs need to be extremely careful in how they present the program and need to first thoroughly inform themselves about the relationships between the different targeted COs.
- ✓ While carrying out activities promoting a behaviour or attitude change, the behavior of the agent himself is critical. He/she is without a doubt a model to mirror and his/her actions and behavior should reflect the messages which he/she is trying to convey.
- ✓ IEC activities such as theatrical sketches and radio broadcasts are tools which, if used well, reinforce principles, ideas, and skills previously shared by DG programs. They also transmit messages to a wider audience.
- ✓ A lack of transparency, the absence of minutes, and poor management have until now often characterized community organizations. Restoring lost confidence is a slow process and transparency is the critical factor which will win it back and build communities' confidence in the DG program.
- ✓ It is important to support the authority of traditional bodies as well. Village heads, community leaders, and cultural tradition leaders, who are often the most venerated of local leaders, are today increasingly losing their influence and often disrespected by the

newly elected and even the state representatives. They no longer benefit from the credibility they once had, a situation which upsets the social harmony which is vital for the emergence of effective communes.

Ongoing Challenges

- Reinforcing the progress made by COs, particularly as relates to advocacy, civic action, and financial sustainability.
- Strengthening the capacity of the «relais» within the framework of decentralization.
- Assisting the COs to better use management tools through monitoring and coaching activities.
- Encouraging synergy between the COs and the communal council.
- Encouraging the full participation of COs in the development process in their communes.
- Provide the «relais» with notebooks/manuals on democratic governance and decentralization.

V. PARTNERSHIP

Our *Democratic Governance* program has been fortunate to work in a very dynamic environment. During this past semester, we have had many opportunities to participate in and facilitate the exchange of experiences with all the local development players in Bougouni and Kolondièba.

The introductory workshop in Bougouni, held on January 27th, concretely demonstrated our commitment to a dynamic and effective partnership with all actors working in the district of Bougouni. Among the partners represented were representatives from the Ministère de Tutelle des Collectivités Décentralisées, USAID, other U.S. PVOs, Swiss Cooperation, Dutch Cooperation, SNV, and national NGOs who all came together to join us for a day to inaugurate this program in a new zone.

As noted above, OMAES also worked with us in the development and implementation of a training for COs on preparing funding proposals.

A literacy campaign benefited from our working together synergistically with GADS and the CMDT.

Efforts to strengthen and expand our partnerships will continue through the next half of 2001 as we see with every partnership the many direct benefits on our work and, in particular, for the communities served.

VI. PLANS FOR JULY-DECEMBER 2001

We plan to implement the following action plan over the next semester:

- Gender awareness raising training for locally elected officials;
- Organization of public discussions at a communal level which will focus on the necessity of synergy between local stakeholders to ensure the development of effective communes;
- Organization of a 'caravan' of communal citizenship;
- Exchange visits between COs to stimulate interest in achieving DG objectives;
- Following radio broadcasts, personal accounts and open discussions over the radio on DG themes;
- Staff development training to ensure a strong capacity to carry out the activities and objectives of the program; and
- Annual data collection to measure the extent to which we have accomplished our objectives for the 2001 calendar year.

ANNEXES

1. Workplan -- July-December 2001
2. Training Topics
3. Radio Broadcast Topics

Annex 1

Democratic Governance Workplan : July - December 2001

N°	ACTIVITY	WHEN	LENGTH	TARGET/PARTICIPANTS	EXPECTED RESULTS
1	A/External training Training 387 COs in the Bougouni district about decentralization (how communal bodies function)	September-October 2001	7 days	1,935 members of 387 COs in the Bougouni district	1,935 CO members understand the general principles of decentralization reform and the roles and responsibilities of the various communal bodies
2	Gender awareness training for locally elected officials	July	5 days	Elected officials of 31 communes	Elected officials have an understanding of how gender based roles affect their lives and how those roles might be reconsidered for the well-being of all
3	Identification of community "relais" and training about DG indicators	September-October	5 days	1,935 participants from 387 COs	1,935 CO members receive refresher training about the DG program's strategic objectives; 65 "relais" identified
4	Training of identified "relais" about DG strategic objectives, decentralization and androgogy / adult learning principles	October-November	21 days	65 "relais" in 387 COs of 19 targeted communes in the Bougouni district	65 "relais" are trained and able to teach CO members
5	Refresher training of "relais" from Kolondièba COs in DG strategic objectives and decentralization	October	15 days	80 "relais" in 347 COs of 12 targeted communes in the Kolondièba district	80 "relais" are trained and able to teach CO members
6	Training of CO members in electoral process and electoral systems	November	5 days	374 COs (1,735 members) from Kolondièba and 387 COs (1,935 members) from Bougouni	<ul style="list-style-type: none"> ▪ High number of CO members elected to office in the 12 communes of Kolondièba and 19 communes of Bougouni ▪ Promotion of women leaders in communal councils ▪ 3,670 CO members are trained in electoral process and electoral systems
7	Radio broadcasts in Kolondièba and Bougouni with DG and communal development themes	July -December		Targeted COs and communities in the two districts	Program vision has a wide audience in Kolondièba and Bougouni

N°	ACTIVITY	WHEN	LENGTH	TARGET/PARTICIPANTS	EXPECTED RESULTS
8	Organization of "débats décentralisés" in targeted communes	November	2 days	Targeted COs, locally elected officials and community leaders	Communal stakeholders exchange ideas about development challenges and the future of commune
9	Organization of a "communal citizenship caravan" in targeted communes	September-October	6 days	Targeted COs and communities of targeted communes of Kolondièba and Bougouni	Populations are informed about the right and responsibilities of communal institutions
10	Organization of a workshop for the development of pedagogical tools for "relais", COs, and civic action centers	September	10 days	Targeted COs, "relais", and civic action centers of Kolondièba and Bougouni	Pedagogical tools are developed
11	Equipping of training and civic action centers	September-October	15 days	145 training centers of Kolondièba and Bougouni and civic action centers for the 2 areas	Training and civic action centers are operational
12	B/ Staff training Staff training in electoral process and electoral systems	September	7 days	30 staff of the SC/CEPROCIDE DG team	Staff trained and able to teach CO members
13	Staff training in communal finances and fiscal laws	September	5 days	30 staff of the SC/CEPROCIDE DG team	Staff trained and able to inform CO members
14	Staff training in micro project design	July	6 days	30 staff of the SC/CEPROCIDE DG team	Staff trained and able to better assist COs
15	Staff training in monitoring and evaluation	October	6 days	30 staff of the SC/CEPROCIDE DG team	Improved internal capacity for M & E
16	Staff training in MARP-SARAR	July	3 days	30 staff of the SC/CEPROCIDE DG team	the "SARAR" method is a participatory development method which will facilitate staff support of COs
17	C/ Collaboration CO exchange visits	October	2 days	COs of Kolondièba and Bougouni	COs have opportunity to exchange ideas about their experiences

Annex 2

Training Topics

Democratic Governance:

- Module 1: Understanding of the concepts and indicators
- Module 2: Understanding on internal regulations (by-laws)
- Module 3: Establishment and structure of a CO
- Module 4: Notion of membership and how to keep meeting minutes

Sound management:

- Module 1: Understanding of the concepts and indicators
- Module 2: Notion of legal recognition
- Module 3: Administrative and financial management tools

Financial sustainability:

- Module 1: How to develop micro-projects
- Module 2: How to negotiate partnerships

Women's leadership:

- Module 1: Women's roles and responsibilities in the family, the community, and the CO
- Module 2: Challenges and opportunities for women leaders
- Module 3: Notion of women's leadership: understanding and implementation of strategy to promote women's leadership

Civic Action and Advocacy:

- Module 1: Understanding of the concept and components of a civic action
- Module 2: Advocacy strategy and implementation

Annex 3

Radio Broadcasts

Theme 1: 3 Broadcasts

- DG program: Goal, objectives and strategy
- Partnership in the DG program implementation

Theme 2: 4 Broadcasts

- Democratic self-governance/ A challenge for CO capacity building

Theme 3: 5 Broadcasts

- Notion of sound management: Transparency, community mobilisation, CO strategic planning

Theme 4: 5 Broadcasts

- Measurement criteria for CO performance

Theme 5: 5 Broadcasts

- Sound management tools

Theme 6: 3 Broadcasts

- Women and community development

Theme 7: 2 Broadcasts

- Women's participation in COs

Theme 8: 3 Broadcasts

- Challenges and opportunities for women leaders
- Gender and development

Theme 9: 2 Broadcasts

- Financial sustainability strategies

Theme 10: 2 Broadcasts

- Citizen rights and responsibilities
- Opportunities for citizens to participate in management and decision-making at a communal level