SEMI-ANNUAL REPORT

January – June 2002

Submitted to USAID for Cooperative Agreement
No. 624-A-00-97-00067-00

Education

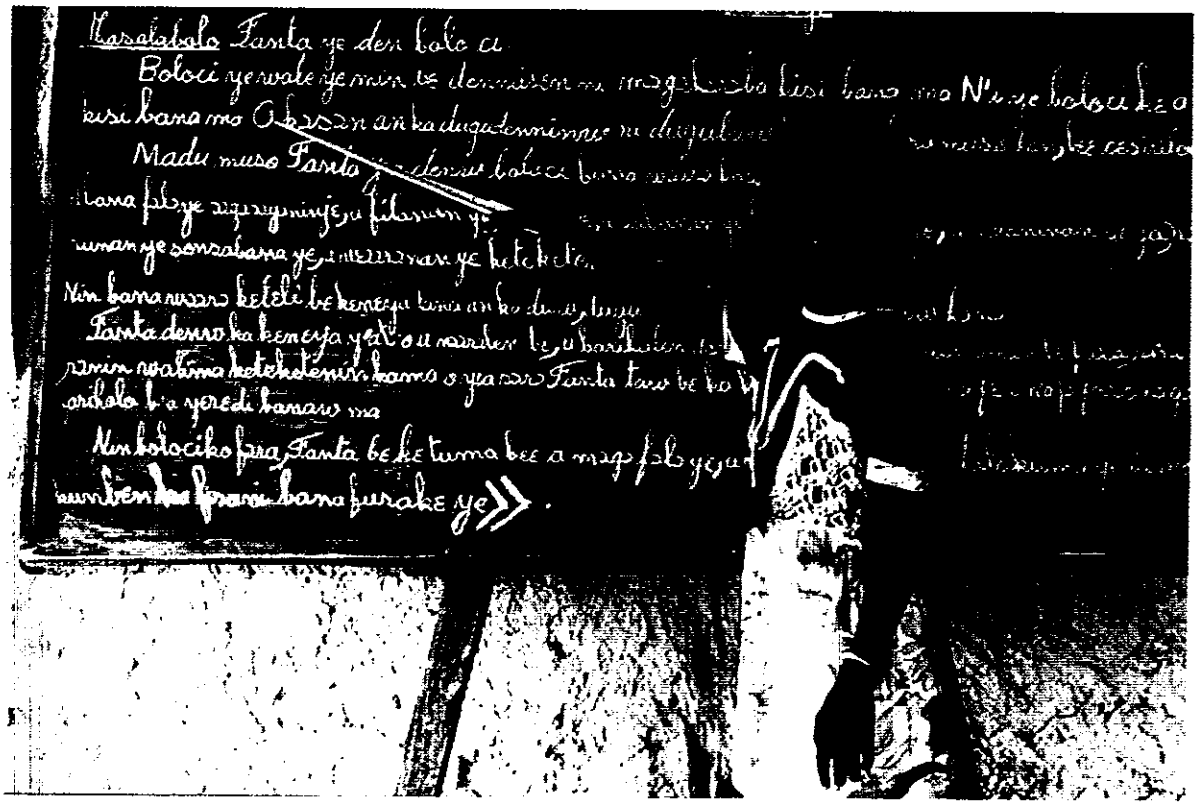
Groupe Pivot/Santé Population

Sikasso Health

Microfinance

Commercial Gardening/Wells

Democratic Governance



Save the Children®

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31 July 2002

Mr. Charles Morgan
Acting Cognizant Technical Officer
USAID/Mali
B.P. 34
Bamako, Mali

Dear Charles,

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

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

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

We look forward to your reactions and ongoing discussions.

Very sincerely,

Lynn Lederer
Sahel Field Office Director

cc: Ann Hirschey (3 copies)
Jo Lesser (3 copies)
Dennis McCarthy (3 copies)
Anna Diallo (3 copies)
Marcus Johnson (2 copies)

COMMUNITY SCHOOLS

Semi-Annual Report

for the period

1 January – 30 June 2002

Save the Children

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

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List of Acronyms

AE	Académie d'Enseignement
CAP	Centre d'Animation Pédagogique (Inspectorate)
CEP	Certificat d'Etudes Primaire (6th grade leaving exam)
CNE	Centre National d'Education
DG	Democratic Governance Program
ECom	Community School
MBE	Ministry of Basic Education
MOH	Ministry of Health
PISE	Programme d'Investissement dans le Secteur de l'Education
PRODEC	Programme Décennal de l'Education
SAGE	Strategies for Advancing Girls' Education
SC	Save the Children
SMC	School Management Committee

I. Introduction

SC and Partners' Vision

A school that is integrated into the national system, is sustainable and is jointly managed by the community, the CAP, and the communal council 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.

Guided by this vision, we continued developing and implementing a number of long and short-term strategies during the last six months, including:

- Further strengthening Malian NGOs' capacity to implement education programs;
- Strengthening the capacities of SMCs;
- Reinforcing partnerships with CAPs and the AE;
- A renewed emphasis on girls' and boys' educational needs; and
- Continued improvement of the quality of education through reinforced teacher coaching and the provision of didactic materials.

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

- Students who took the PC version of the CEP achieved an 89% pass rate;
- Joint efforts with the CAP and twelve communities resulted in a successful piloting of a second cycle community school in Bohi;
- More joint supervisory visits were carried out by the CAPs and Save the Children and our Malian NGO partners;
- We participated in all the education planning sessions with the AE;
- The dropout rate decreased;
- The CEP pass rate increased from 31% to 51%;
- An increasing number of SMCs joined SMC/APE federations;
- Access increased through the construction of 128 additional classrooms; and
- School buildings were improved and latrines constructed.

II. Progress Towards Results 2002

IR2.1 Increased Access to Basic Education Including Life Skills

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
80% Gross access rate	Girls: 80% Boys: 90	Girls = 72% Boys = 97%	(8%) +7%	90% 107%

Compared with last year, the percent of schoolboys increased from 88% to 97%, but the percent of girls remained stable. Some activities including joint campaigns on girls' education with village leaders are underway to help improve girls' enrollment.

The average for Sikasso Region public schools was 40.5% with 34.4% girls[1] in 1998-99.

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
70% Gross enrollment rate	Girls: 60% Boys: 70%	Girls = 42% Boys =60%	(18%) (10%)	Girls: 70% Boys: 85.7%

As we reported in the 2001 annual report, the village population estimates that we obtain from DNSI (Division Nationale de la Statistique et de l'Informatique) are generally over estimated. For the next academic year, we will count the population of children aged 7 to 12 for each village to ensure more reliable denominators. This census will be conducted in September 2002.

Sikasso Region public school average was 44.8% with 35.6% girls[2].

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
777 community schools established	777	804	+27	103.4%

"In general, the choice is not between a community school and a government school; rather it is between a community school and no school." (Muskin 1997). This quote still represents the situation in our operating area and suggests a continued need to increase access through building new schools and additional classes.

[1] Source: Annuaire des statistiques de l'enseignement fondamental 1998 – 1999
[2] Source: Annuaire des statistiques de l'enseignement fondamental 1998 – 1999

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
100 additional classes	100	128	+28	128%

More communities have demonstrated the capacity and determination to establish a second classroom than we anticipated. The demand for education remains high. Some communities have established a school without any external support. Anecdotal information suggests they were inspired by the community school model, and we have provided some of these schools with pedagogical support.

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
50,000 pupils attending, most of whom would never otherwise have attended school	50,000	46,183 as of June, 2002 (49,102 as of October, 1999)	(3817)	93%

The Continuation Application target of 50,000 students for 2002 was not met, reflecting the low level of enrollment in grade 1 classes. However we noted a significant improvement in retention possibly resulting from various efforts to increase the relevance of school to the parents by increasing the CEP pass rate, and also resulting from efforts of making schools more attractive to students by increasing the quality of teaching, cementing the floors, establishing water points, constructing latrines, planting trees and flowers, and putting in flagposts. The dropout rate declined from 3.4% in 2001 to 2.4% in 2002. As the table below shows, the major reasons for dropping out of school tend to be costs, migration labor demands, and early marriage for girls.

Dropout by reason

Reasons	girls	%	boys	%	Total	%
Age	1	0.16	1	0.17	2	0.17
Other reasons	21	3.35	13	2.24	34	2.82
Cost of schooling	124	19.78	100	17.24	224	18.56
Death of a parent	5	0.80	7	1.21	12	0.99
Death	13	2.07	13	2.24	26	2.15
Family transfer	1	0.16	0	0.00	1	0.08
Learning difficulties	1	0.16	1	0.17	2	0.17
Migration	79	12.60	110	18.97	189	15.66
Pregnancy	3	0.48	0	0.00	3	0.25
Labor	201	32.06	243	41.90	444	36.79
Sickness	22	3.51	20	3.45	42	3.48
Marriage	87	13.88	1	0.17	88	7.29
Parents' divorce	1	0.16	0	0.00	1	0.08
Other family reasons	15	2.39	27	4.66	42	3.48

Blank (no reasons reported)	19	3.03	17	2.93	36	2.98
Family reasons	1	0.16	2	0.34	3	0.25
Parent opposing child's schooling	24	3.83	12	2.07	36	2.98
Child refusal to go to school	8	1.28	11	1.90	19	1.57
Teacher or SMC (disciplinary reasons)	1	0.16	2	0.34	3	0.25
Transferred to another school.	***17***		***27***		***44***	
Total	627	100.00	580	100.00	1207	100.00

IR2.2 Improved Quality of Basic Education

Quality				
Life of Project Target	**Planned Target for 2002**	**Results Achieved**	**Difference**	**% Achieved**
4th grade attainment rate Girls: 75% Boys:80%	Girls 75% Boys 80%	Girls: 76% Boys: 99%	+1% +19%	101% 124%

As explained in the 2001 annual report covering the first quarter of the academic year, the drop in girls' indicators has many causes:

1. Handing over more responsibilities to communities for their schools;
2. Financial constraint for communities over the last two years;
3. The greater value placed on educating boys; and
4 Assumptions by program staff that girls' attendance problems had already been mastered.

It should be noted, however, in spite of the above challenges that boys exceeded both the rate planned for 2002 and the revised life of project rate. Girls exceeded the planned rate by 1%.

Quality				
Life of Project Target	**Planned Target for 2002**	**Results Achieved**	**Difference**	**% Achieved**
6th grade attainment rate Girls: 60% Boys: 80%	Girls: 60% Boys: 80%	Girls: 45% Boys: 66%	Girls: (15%) Boys: (14%)	Girls: 75% Boys: 94%

Although a slight increase has occurred for boys from 63% to 66% this past semester, 6th grade attainment remains an issue. In the previous years, we had many older students in 6th grade who were likely to be pulled out of school for marriage or farm work. SMCs have now lowered the recruitment age to 6 or 7, but these new generations are still in the younger grades and the effect was felt in 4th grade attainment rate. Other long-term strategies like girl friendly teaching techniques, active teaching and the child-to-child approach are being

implemented, but they will not effect indicators right away. Other strategies include income generation activities to lessen school costs for communities and intra-community by-laws enacted by communities themselves to deter children's withdrawal from school, especially the withdrawal of older girls for marriage.

Quality				
Life of Project Target	**Planned Target for 2002**	**Results Achieved**	**Difference**	**% Achieved**
60% pass rate at the CEP	50%	51.01%	1.01%	101%

Over the last three years, tremendous deliberate efforts have been made to improve the quality of education and achieve better results. These efforts include:

1. Recruitment of more teachers with a higher level of education;
2. Training teachers in active, child-centered approaches;
3. Nomination and training of school directors;
4. Expansion of the *School Health* program;
5. Training of teachers in the *child-to-child* approach;
6. Training of SMCs in the management of books and teaching aids;
7. Closer collaboration with government education authorities. SC provided books in both French and Bambara (21,000 total) to add to the Bambara books supplied by USAID last year (13,690); and
8. NGOs appointed Program Coordinators to support the SC Pedagogical Coordinators' actions.

These efforts are starting to pay off. Despite many hurdles, all NGOs surpassed last year's CEP pass rate of 31% (see table below). It is worth noting that out of the 250 grade 6 classes whose students sat for the CEP exam, 27 schools scored a100% pass rate.

CEP 2002									
NGO	**Candidates**			**Passed**			**Pass rate**		
	Boys	Girls	Total	Boys	Girls	Total	%Boys	%Girls	%Total
CRADE	433	305	738	259	126	385	59.82	41.31	52.17
ASG	348	199	547	225	98	323	64.66	49.25	59.05
AMPJ	208	102	310	111	56	167	53.37	54.90	53.87
AADEC	204	213	417	86	55	141	42.16	25.82	33.81
GADS	310	131	441	230	62	292	74.19	47.33	66.21
AIDM	958	624	1582	442	233	675	46.14	37.34	42.67
GRAT	126	115	241	91	63	154	72.22	54.78	63.90
SC	127	64	191	65	20	85	51.18	31.25	44.50
PC version (SC)	99	49	148	90	42	132	90.91	85.71	89.19
Totals	**2813**	**1802**	**4615**	**1599**	**755**	**2354**	**56.84**	**41.90**	**51.01**

It should be noted that the percentage of students who sat for the CEP versus those eligible to sit for the CEP affected the results. For example, AADeC had 100% of its students sit for the exam (which resulted in a lower overall pass rate), while for other NGOs and SC, students who hadn't been in school for six years were excluded and, therefore, the opportunity for passing the exam increased. Nonetheless, the overall participation rate for all of the schools we work with increased from 78% in 2001 to 85% in 2002.

Students from 16 community schools took the PC version of the CEP this year. As we expected, results were very encouraging: 89%.

With the provision of more books to schools, improvement in learner-centered teaching approaches and the extension of the PC version, we expect to break this year's record of 51% by far next year.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
75% pass rate on village relevant life skills test given to every pupil at the end of 6th grade	Overall 75%	75%	0	100%

A life skills test was conducted this year. Results were excellent in some schools and less good in others. The test assesses students' competences in village life aspects like farming, health, and credit. Even though the component is a central aspect of community school curricula, teachers and their coaches have not put a great deal of emphasis on it, compared with the *passerelle externe* component. This year, with the delivery of certificates to successful candidates on the life skills test, we expect that the life skills component will be more valued by students, teachers and their coaches, and that community interest will be sharpened.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Gender parity in all forms of achievement	40%	41.9%	+1.9	104.7%

As shown in the results of the CEP exam, there is still a great difference between boys' and girls' achievement, which is an ongoing concern for us. Although we are encouraged with great improvements in girls' fourth and sixth grade attainment and CEP pass rate, we recognize that there are still many challenges to ensuring that girls have the same opportunity for success as boys.

R2.3 Promotion of Basic Education Programs that Respond to Client Needs

Promotion				
Indicator and Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Student Teacher Ratio	30:1	36:1	(6)	84%

This indicator has been stable for the past two years. In the first three years of the program the student teacher ratio was around 30:1 as SMCs might have two cohorts; one in the morning and one in the afternoon. But with the communities taking on more of the recurrent costs of schooling, some of them aggregated the cohorts, creating class sizes larger than the target of 30 students for each teacher. Our observations to date suggest that at this point larger class sizes have not greatly affected the quality of learning. We are monitoring this indicator carefully, however, and if class size increases to the point that it is affecting the quality of learning, we will take steps to address the issue.

Promotion				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Student book ratio 1:1.2	1:1	1:1	0	100%

During the past semester, students in the community schools have had access to a total number of 47,024 books including books in French, dictionaries, textbooks in bambara and also storybooks in the *coins bibliothèques.* These books are managed by the SMCs through a community based recovery system whereby the monies collected on renting books will be used to repair and or renew the stock.

Promotion				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Gender parity : 48%	48%	42.16	(6%)	87%

We started the academic year with 42.24% girls. This new phenomenon of a lower percentage of girls resulted from the SMCs recruiting fewer girls than boys. Having conducted a survey to gain a better understanding of the issue, we are discussing girls' education at all meetings with communities. Some SMCs have established a system of penalties, fining every parent whose daughter drops out. In general the SMCs have renewed their focus on maintaining girls in school. It is encouraging to note that at the end of the academic year 42.16% of the students are girls. Compared to the previous years, the retention of girls has improved. This can be attributed to factors including awareness raising campaigns, the use of girl friendly techniques in more schools and the increasing percent of girls succeeding on the CEP exam.

Promotion				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
90% of 4-6 grade teachers with a minimum 9th grade education at the end of the project	90%	86.18% of 4th–6th grade teachers are 9th grade or higher	(3.9)%	95.76%

With the support of the government through the PISE and the increasing demand of the communities for quality education, SMCs are replacing local, less qualified teachers with more qualified ones. In October 2001, 80% of the teachers in charge of grades 4 to 6 had a minimum 9th grade education. In the course of the year, SMCs replaced a number of less qualified teachers to reach 86.18%. With such an enthusiastic response, we are confident that this trend will continue for all 4th-6th grades.

Promotion				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
100% of teachers trained during the last 12 months	100%	100% of active teachers trained at least once	+10%	110%

All active teachers have participated in at least one training session. These training sessions are jointly organized with the CAPs and the AE. Sessions included:

- Initial training in pedagogy for new teachers;
- 1st, 2nd and 3rd grade teachers were trained in *pedagogie convergente*;
- 4th and 5th grade teachers received a special training in OPO (*Objectif Pedagogique Operationel*), teaching by objectives;
- 6th grade teachers were trained in documenting "dossiers" for the CEP;
- 168 teachers received a training in the *child-to-child* approach;
- In collaboration with SAGE, trainers were trained in girl friendly teaching techniques, these trainers trained teachers;
- Teachers who took the initial training in the previous years had a refresher course in teaching techniques; and
- All the active teachers participated in mini-ateliers (decentralized, local fora for pedagogical exchange).

Promotion				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
15% female teachers in community schools	15%	18.5%	+3.5	123%

The percentage of female teachers in the program is gradually increasing. Unlike their male counterparts, female teachers tend to be stable. This semester, some

female teachers in charge of 6th grade classes demonstrated to communities their capacity to teach effectively and to achieve outstanding scores.

IR2.3 Increased Capacity of Basic Education Programs that Respond to Client Needs

Capacity				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
90% of community schools will have their *récépissé* by 2002	90%	86%	(4%)	95.56%

86% of the community schools have already demonstrated acquisition of a *récépissé* from the CAP. SMC members are acquiring increased skills in advocacy and civic action through our DG trainings. Most of them have requested and obtained *récépissés* for their schools.

Capacity				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
85% of SMCs meet at least 10 times annually	85%	82%	(3%)	96.47%

During this past semester, SMC members met regularly to discuss school related issues. In general they meet on a monthly basis to discuss financial aspects like the teacher's salary, tuition fees, book rental, visit related expenditures and also academic matters like attendance, girls' education and relations with the NGO, the CAP and the commune. It is worth noting that some SMCs still need to develop the habit of documenting their activities, including their meetings. Only meetings that are documented are reported.

Capacity				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
10% of SMCs belonging to a federation	10%	48.13%	+38.13%	481%

This indicator was inserted in 2000. Since we had no prior experience in helping SMCs integrate into federations, we set what we thought was a realistic target (10%). The SMCs felt the need was there for them to unite with the APEs at the communal level. The major difficulty in the process was the lack of official recognition of SMCs in some communes. Some mayors did not recognize that community schools play a role in basic education. In collaboration with the DG team in the communes of Kolondièba and Bougouni, there have been awareness raising activities to promote federations. In other communes, NGOs are promoting the formation of federations.

Capacity				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
100% of community schools receiving at least 35% of the annual school operating costs from the SMC	100%	98%	2%	98%

The GOM and World Bank have initiated a financial support program to contribute in the payment of the salaries of community schoolteachers. Support to financially stretched community schools is positive and could increase their financial sustainability. Started last year with the payment of 60% of the community schoolteachers, this initiative has raised high expectations. But this year no payment was made until June, and all the conditions of those payments are unclear. If the initiative is poorly managed, many teachers are unpaid, and payment mechanisms are unclear, this will have negative impacts.

In light of the realities of decentralization and the new communal role in primary education, finding a formula for joint management of the schools by SMCs and communes, and for joint coverage of costs by communes and SMCs will probably be the most effective long-term outcome for community schools. SC and its partner NGOs will work to strengthen SMC/APE Federations' management capacities and their links with the communes.

III. Intersectoral Synergy

School Health

During the past semester, the *School Health* program has piloted a number of new activities, which have also been found to have large potential for improving children's school performance. These activities include:

- The construction of 158 latrines making it possible for 79 schools to have separate latrines for girls;
- The establishment of 110 water points (through clay jars) to provide cooled potable water to students;
- Training 168 teachers in using the *Child-to-Child* approach to help students analyze needs and develop and implement plans to meet their needs in areas like hygiene and sanitation, malaria, HIV/AIDS, child trafficking, girls' education and vaccination; and
- The establishment of a strong monitoring and evaluation system.

Traditional *School Health* activities (funded through SC private sources) have included:

- iron supplementation to 20,312 students including 8,765 girls

- eye examinations for about 7,000 students
- de-worming and vitamin A for 20,333 students including 8,786 girls and some 23,943 out of school children

Note that activities like *child-to-child* and some infrastructural improvements will continue in 2003 with USAID funding, while supplementation will not be carried out with USAID funding.

Democratic Governance

The education staff who were trained as trainers by the DG team in good governance, civic action, and advocacy then trained the SMCs. The DG team also supported the Education team in the awareness raising campaigns targeting communal councils.

Sponsorship

Approximately 6,000 of the children enrolled in SC supported community schools in Kolondièba are sponsored children. Education assistants and NGO animators were oriented in the sponsorship procedures regarding child ineligibility. Education being a significant benefit to sponsored children, education staff support the sponsorship program in ensuring that sponsored children in particular do not drop out of school. Most community school teachers in those schools are volunteers who help with the tracking of enrolled children.

IV. Partnerships

During this semester, we were honored by the visit of a number of NGOs from Niger which visited our community school program to gain a better understanding about community mobilization and the management of schools by SMCs.

SC and representatives from the MBE and Malian NGOs participated in the SAGE *Lessons Learned* conference in Ghana. This conference was a valuable opportunity to learn more about SAGE's approach and interventions. In Ghana we learned about other experiences in mobilizing communities in support of girls' education. Highly relevant points were: presentation of USAID, QUIPS and SAGE initiatives and interests, opportunities to partner with the Ministry of Education and Education Services and, also, the community visits.

We participated in the joint USAID MBE planning session in Ségou. This was an opportunity to share the work of the PVOs with nearly all the AEs and CAPs. This planning session helped attract the MBE's interest and collaboration in the areas of teacher training, curriculum development, and teacher coaching.

We held regular meetings with our NGO partners on the quality of teaching and learning in community schools, the management of community schools by the communities, and the development of advocacy strategies for the future of community schools.

We provided logistical support to the CAPS and the AE for the organization of the CEP exam.

Some school directors from public school provided valuable pedagogical support to community school 6th grade class teachers.

V. Impact and Success Stories

Celebrating Capable Communities

SAGE through its fundraising committee, Comité de Mobilisation de Ressources pour la Scolarisation des Filles (CMR-Scofi), supported our strategy for girls' education by recognizing two community school villages in Kolondièba for their commitment to education. Both villages developed action plans that reflect their interest in education in general and particularly in girls' education in terms of enrollment, retention and ensuring academic success. A ceremony was organized by the CMR-Scofi, on Saturday, June 29th, 2002 to present awards to these communities: Bohi and Neriko.

Representatives of the Ministry of Education, the Associate Director of World Education, the Director of Save the Children, the staff of SAGE and members of the fundraising committee took part in the book award ceremony organized in Bohi and Neriko.

The top awards went to:

1 The top student of each class
2 The top girl student of each class
3 The youngest, brightest girl student in each class

Other awards went to:

1 Girls with good marks
2 SMC female members who demonstrated high commitment in the follow-up of students' attendance

An amount of 200,000 F CFA was also given to each School Management Committee to help out with their actions regarding the promotion of girls' education.

VI. Challenges Encountered

Some of the major challenges which confronted the program last year still remain, though a great deal of progress has been achieved in addressing them.

1. Gender Equity: As we transfer full control of the school to the communities, it is a challenge to encourage communities to maintain a commitment to parity. One can find classes where girls outnumber boys, but it is clear that if a child has to be withdrawn from school for whatever reason, it is likely to be a girl; and traditional roles of women and girls in the family make it almost impossible for girls to study at home, contributing to their difficulty in matching boys' performance.

2. Phasing over responsibilities: On the one hand, Save the Children and its partner NGOs execute tasks that should be assigned to CAPs and to Communal Councils because these institutions have neither the financial nor the logistical means to implement these tasks. On the other hand, though communities may appreciate assistance coming from these institutions, they fear an authoritarian relationship with them and loss of control over their school.

3. Teacher development and support

Teacher recruitment, training, payment and retention still remain a problem. For the moment, ninth grade level teachers have been imported from other areas. They are often reluctant to remain in the villages, and they are always looking for a better place, a better job or a better salary. After investing a lot of money to train them, they may desert at any time, leaving exam classes without a teacher, thus forcing communities to recruit non-trained, inexperienced teachers. This situation is particularly dramatic when a PC class is involved. A former student can imitate what he saw his teacher do years ago, but it is very difficult to teach a PC class without prior training.

4. Scaling up

The number of community school candidates for the CEP has been doubling from year to year: 2,500 last year, 5,000 this year, 10,000 next year. However, the success which this represents creates new pressures on communities with very finite resources to find the human and material resources necessary to ensure ongoing educational opportunity for their students. This highlights the dilemma of where responsibility is or should lie for ensuring educational needs are met.

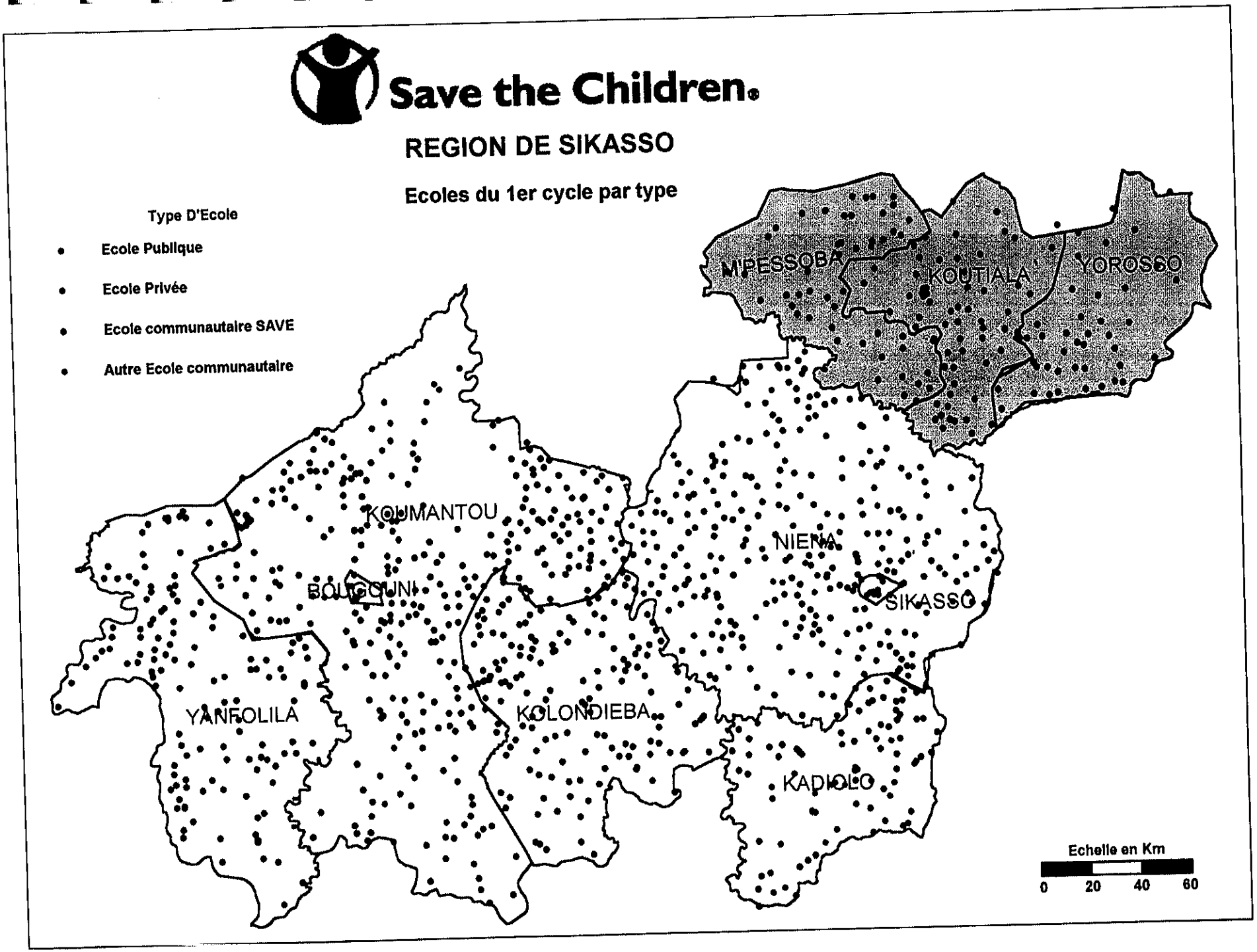
VII. Lessons Learned

- Some of the graduates from community schools are returning to become teachers. With adequate French skills, they will probably be the most reliable and sustainable source of quality teachers for community schools.

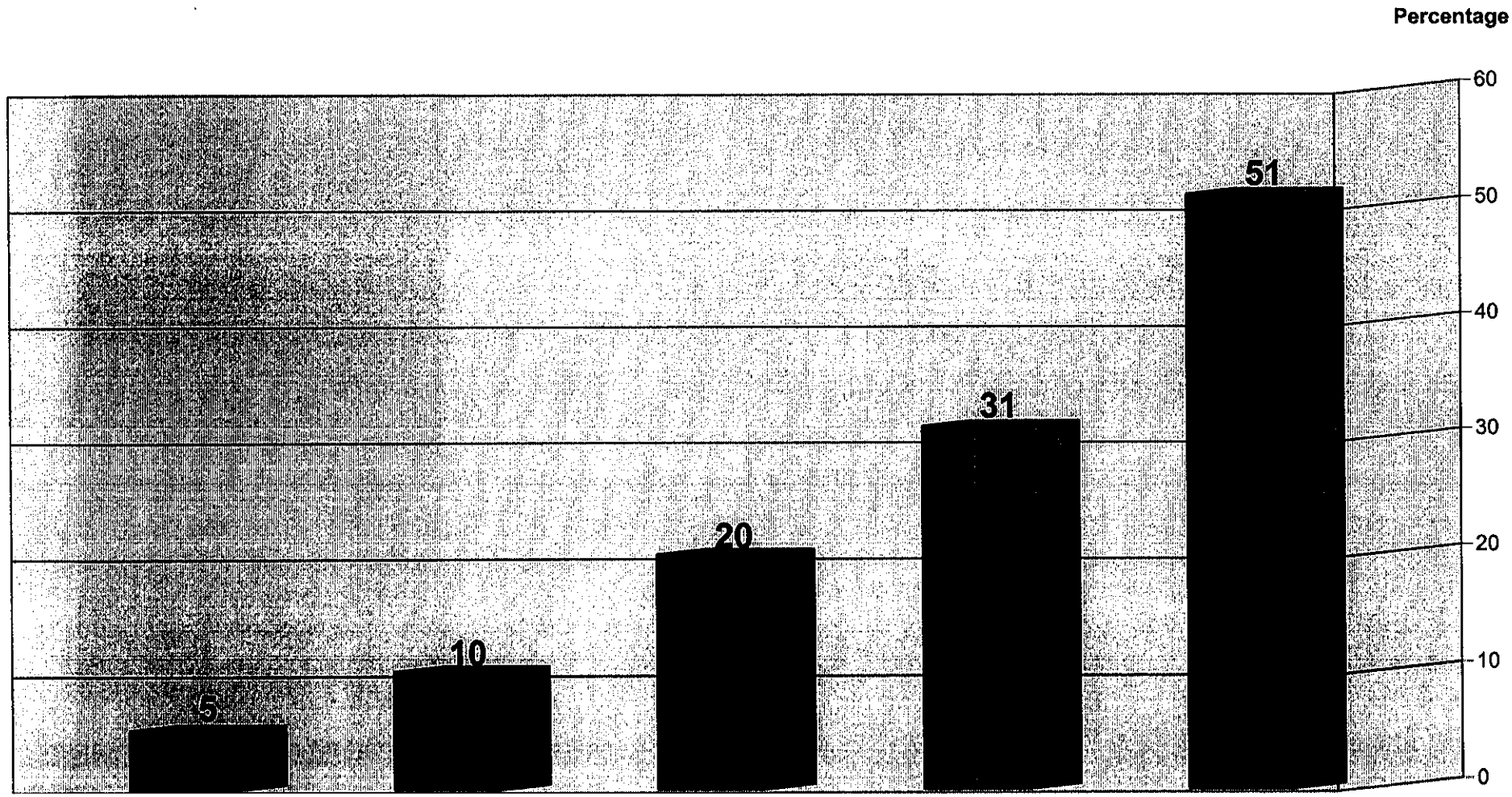
- Our assumption that the PC exam was a fairer exam for community school students was confirmed by CEP results this year: 89% success rate versus 51% for the other system. We hope that the PC version of the CEP can eventually be extended to all 6th grade community schools.

VIII. Plans: July-December 2002

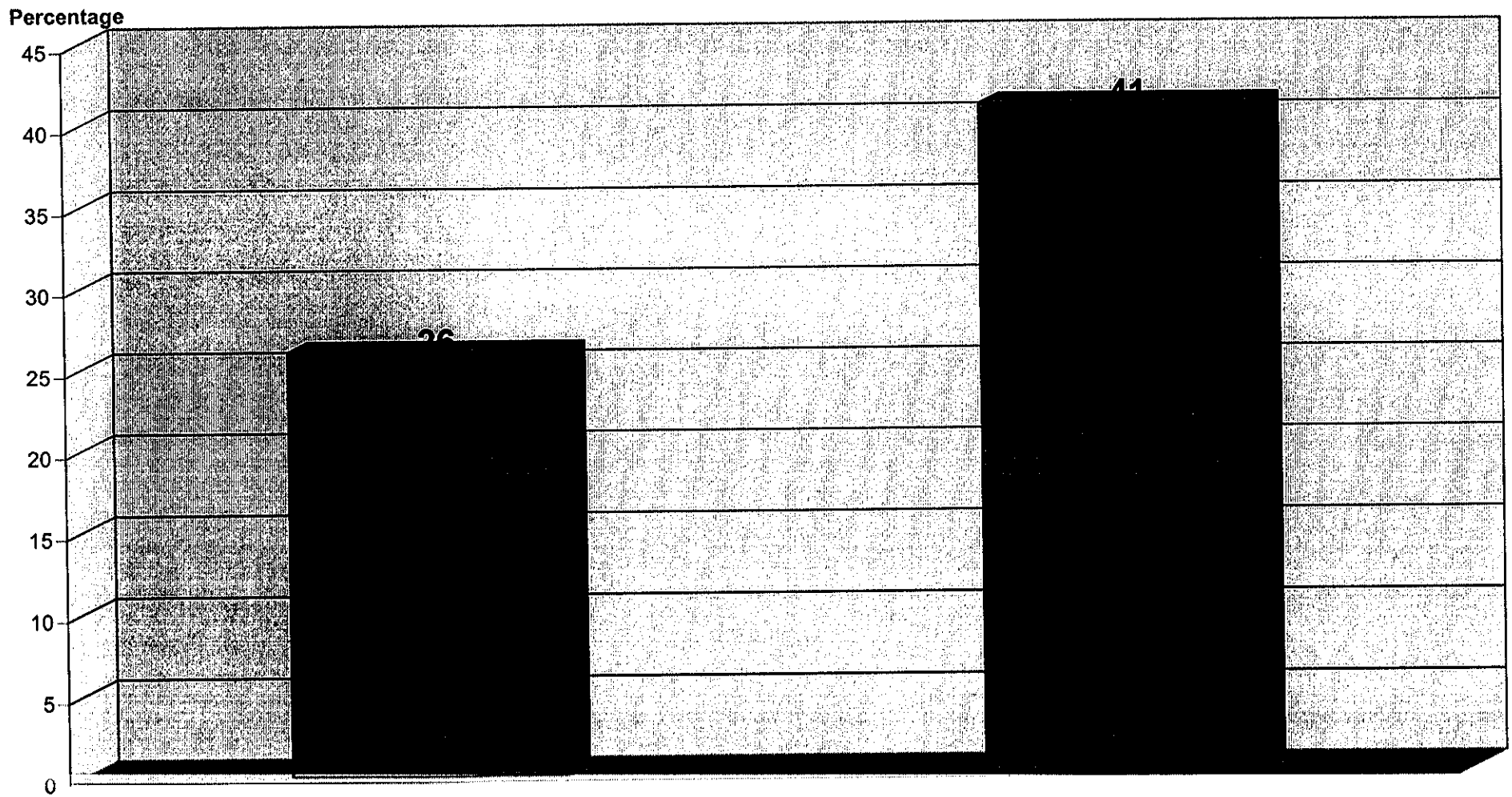
- Mobilize SMCs to recruit qualified teachers;
- Teacher training for all newly recruited teachers;
- Training of Assistants, Animators and Supervisors in coaching teachers in active teaching methodologies;
- Revision of *Life Skills* within the 2nd cycle curricula;
- Conduct census to count children aged 7 to 12;
- Purchase and distribution of educational materials;
- Identify and mobilize communities for school clusters;
- Liase with communities, the AE, the CAPS and Communal Councils for the establishment of new community 2nd cycle schools;
- Continued reinforcement of NGOs' capacity
- Training of teachers in the *Child-to-Child* approach and girl friendly teaching techniques;
- Mobilize SMCs for the enrollment of new students ensuring that parity is complied with;
- Monitoring joint annual plans with the AE and CAPs;
- Participation in pedagogical innovation seminars with the MBE;
- Continued effort in strengthening the capacity of NGO partners focusing on financial and administrative systems;
- The SC Education Program Learning Group meeting in Egypt;
- Ongoing collaboration with World Education;
- Mobilize communities for girls' education;
- Continued reinforcement of SMC/APE Federations' capacity;
- Pedagogical workshops for teachers within the clusters; and
- Support exchange visits among schools within clusters.


Save the Children
REGION DE SIKASSO
Ecoles du 1er cycle par type
Type D'Ecole
Ecole Publique
Ecole Privée
Ecole communautaire SAVE
Autre Ecole communautaire
M'PESSOBA
KOUTIALA
YOROSSO
KOUMANTOU
BOUGOUNI
NIENA
SIKASSO
YANFOLILA
KOLONDIEBA
KADIOLO
Echelle en Km
0
20
40
60

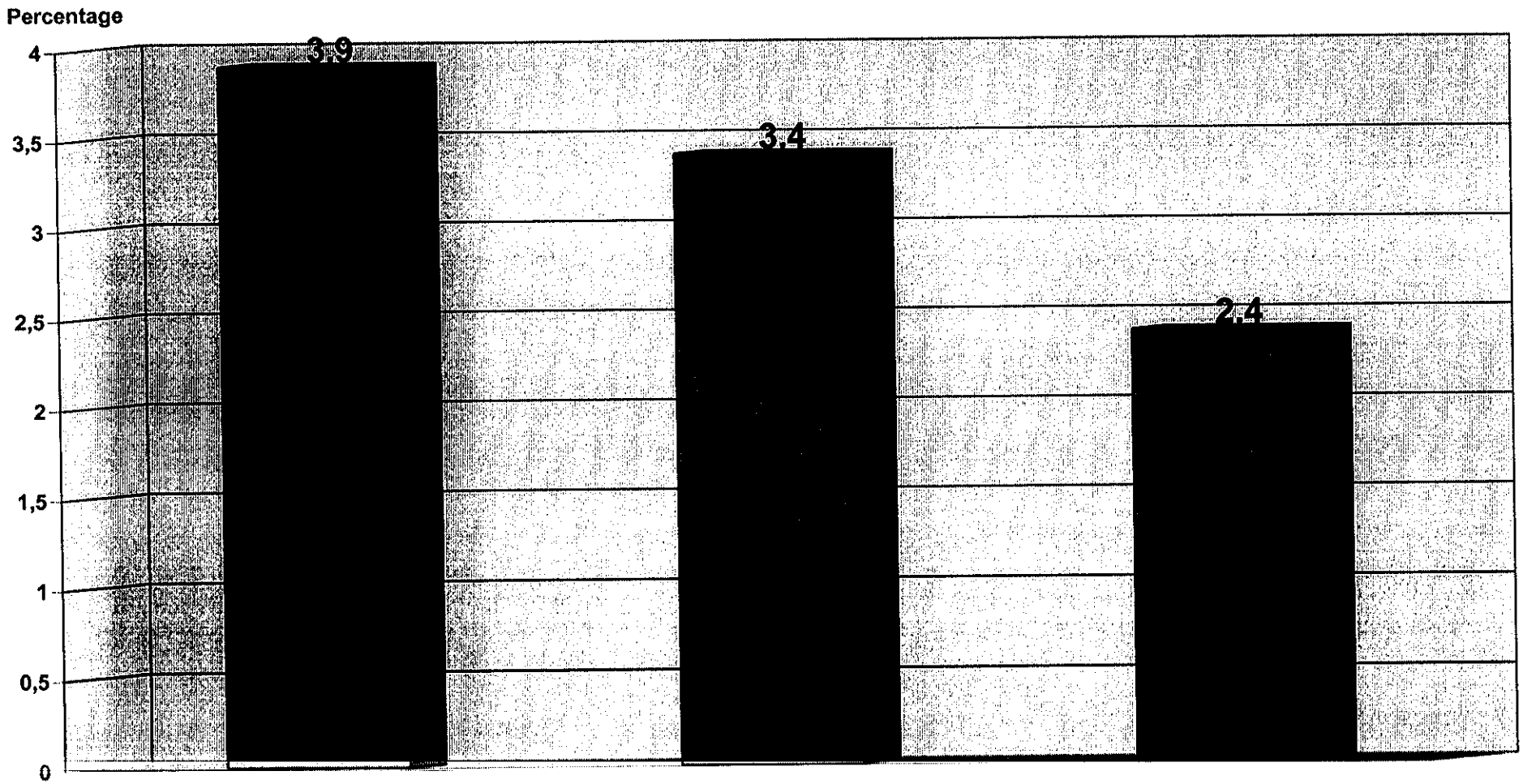
CEP Pass Rate



Girls' CEP Pass Rate



Drop Out Rate



GROUPE PIVOT/SANTÉ POPULATION

Semi- Annual Report

for the period

1 January – 30 June 2002

Save the Children

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

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LIST OF ACRONYMS

A-ONG:	Animateur ONG
A-DBC:	Agent de Distribution à Base Communautaire
AR:	Animateur Relais
AS:	Agent Santé
CCC:	Connaissances - Comportement - Couverture
CSAR:	Centre de Santé d'Arrondissement Revitalisé
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. It is known for advocating for the role of national NGOs in providing quality health services at the facility and community level as well as for its contribution to national health policy.

Under this USAID funded program, GP/SP oversees and supports the *Integrated Youth Health Program* (1997-2002). This program is implemented through 17 projects carried out by 26 NGO partners with a focus on reproductive health geared towards youth aged zero to 24 years old. It is carried out in five regions (Kayes, Koulikoro, Sikasso, Ségou, and Mopti) and in the District of Bamako. The *Integrated Youth Health Program reaches* ***an estimated population of 963,974 people in 597 communes and villages.***

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.

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

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

The Operational Objectives for this reporting period were :

- Ongoing supervision and support of NGO partners;
- The autonomization of Groupe Pivot;
- Internal capacity development particularly in the area of operational policies and procedures;

- Holding a mini-workshop for partner NGOs on the closing of the grant; and
- Carrying out a final evaluation of the program.

This report summarizes program activities carried out from January 1 through June 30, 2002. This particular period has also been marked by personnel changes at the highest level. Modibo Maiga, who helped to establish Groupe Pivot and who developed its national, regional, and international audience, left his position as Executive Director at the beginning of this year, after ten years of extraordinary leadership, to assume representational responsibilities for the POLICY Project in Mali. His successor, Dr. Sow Mariam Kassambara, resigned at the end of June having been offered the opportunity to represent Bristol Myers Squibb's *Secure the Future* philanthropic program.

Save the Children and Groupe Pivot staff are proud of the recognition given to these individuals through the opportunities offered to them, as their recognition is a recognition of the strength of Groupe Pivot as an organization. We feel confident that, under the leadership of Souleymane Dolo, Groupe Pivot will continue to demonstrate its capacity for excellence, innovation, and impact for which it is so well known.

In addition, during this period

- An agreement was signed directly with USAID for an HIV/AIDS program targeting high risk groups ; and
- The existing agreement with the French Cooperation was significantly expanded.

Population Profile of GPSP Intervention Zones (2002)

Targeted Population	Estimated Number
0-11 months (4%)	38,559
12-23 months (3.9%)	37,595
0-23 months (7.9%)	76,154
0-36 months (11.7%)	112,785
Women, reproductive age, 15-49 yrs (21%)	202,434
Men, "reproductive age", 15-59 yrs (21.4%)	206,290
Pregnant women (5%)	48,199
Young adults, 15-24 yrs (19.5%)	187,975
Total population of intervention zone	**963,974**

II. USAID Reporting Indicators : January - June 2002

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): **15,046**

b) Estimated number of children 0-11 months in population of intervention zone: **38,559**

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: **23,309**

b) Estimated number of children 12-23 months in intervention zone: **37,595**

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: **40,603**

b) Number of children less than 3 years old who have had diarrhea in the last two weeks: **112,785**

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: **35,283**

b) Estimated number of pregnant women in the target population: **48,199**

c) Name of last survey: *Routine Data Collection*. Date conducted: *6/30/02*

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

a) Number of women receiving 2 or more TT doses during pregnancy: **24,581**

b) Estimated number of pregnant women in target area: **48,199**

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: **35,764**

b) Number of women assisted by trained provider last delivery, village level: **3,277**

c) Estimated total number of pregnant women in the intervention zone: **48,199**

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 :	**8,318**
ii)	Condoms:	**1,466**
iii)	Foaming tablets:	**712**
iv)	Depo/Injectables:	**1,676**
TOTAL :		**12,172 CYP**

[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:	**5,324**
ii)	Condoms:	**1,143**
iii)	Foaming tablets:	**291**
iv)	Depo/Injectables:	**436**
TOTAL:		**7,194 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: **626,583**

b) Estimated total number of persons in intervention zone: **963,974**

Indicator: ***Access to Family Planning services***

a) Number of persons in intervention zone within 15 km of facilities offering family planning services: **963,974**

b) Estimated total number of persons in intervention zone: **963,974**

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: **187,975**

b) Estimated total number of 15-24 years old in intervention zone: **187,975**

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

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

a) Number of HWs trained in IMCI: 46

b) Number of active HWs: 92

In addition, there were 34 NGO HWs trained in IMCI through the collaboration with BASICS and the DSF/C (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: 761

b) Total number of peer educators contacts with 15-24 year olds in intervention zone: 85,604*

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: 95,867

b) Estimated total number of mother in intervention zone: 112,785

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 : 71,054

b) Number of mothers who recognize at least one (1) danger sign of respiratory infection : 77,483

c) Estimated total number of mothers in intervention zone: 112,785

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: 318,805

b) Estimated total target population in intervention zone for STI messages: 408,725

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: 17 [2]

c) Number of PVO supported facilities: 46

[2] One of the main factors which has influenced CSCom 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 30/06/02	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%		83%
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 30/06/02	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%	93%		116%
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 30/06/02	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	12,172		96%
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 30/06/02	Final Evaluation	% of Objective Achieved
1	Increase to 90% of proportion of CSCom/CSAR personnel having received one or more supervisory visits by an NGO or gov't supervisor during the 3 preceding months.	79%	83.3%	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 CSCom/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 o 60% of the number of CSCom/CSAR assuring 100% cost recovery	30%	38%	38%		63.3%

Process Indicators:

A. Access:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/02	Final Evaluation	% of Objective Achieved
1	5 new CSComs created, offering CS and RH services	0	7	7		140%[3]
2	5 new ASACOs created	0	8	8		160%[4]

B. Quality:

No.	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Results 30/06/02	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 malaria	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 'relais' 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%

[3] Two additional CSComs not foreseen when the targets were established needed to be established. Their actual performance represents 100%.
[4] 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 30/06/02	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	432,524		120.5%
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	54,918 74,253 41,420 3,341		
3	175,282 women will have participated in IEC sessions organized by A-ONG/AR about RH and CS	86,654	322,871	235,524		134%

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 CSCom/CSAR management committees making decisions based on their annual workplan	15%	70.7%	70.7%		70.7%

IV. Narrative

Successes:

The successes mentioned below illustrate what we feel sets Groupe Pivot/Santé Population apart :

- *Ongoing/lasting activities in JIGI's intervention zone*

When the announcement was made that this project would be ending, the Sebénicoro ASACO decided to continue its collaboration with its NGO partner, JIGI, which it would finance itself through certain income generating projects. An agreement was developed and is in the process of being reviewed by JIGI.

- *Medical consequences of excision conference*

On June 9th, the NGO DONKO, in collaboration with the CSRef of Banamba, organized a conference on the medical consequences of excision with leaders of women's associations, practicing excisers, influencers of opinion, representatives of both the Moslem and Christian religious communities

The discussions about the dangers and harmful consequences were broadcast on *Radio Faso-Kanu* so that a larger audience would be able to benefit from this event.

- *Significant enlargement of partnership with the Coopération Française :*

At the end of this reporting period, Groupe Pivot negotiated a significant expansion of its *Programme Concerté Santé Mali* with the *Coopération Française*. This is a reflection of the confidence placed in Groupe Pivot by the *Cooperation Française* which has translated into Groupe Pivot directly managing activities and personnel for this project. The *Cooperation Française* project builds on the solid base established through this cooperative agreement.

V. MOH Collaboration

During this reporting period, project coordinators have :

a. Sent supervisory reports to appropriate MOH officials **Yes**

b. Sent service statistics to the appropriate MOH officials **Yes**

Each NGO shares its activity reports and its updated statistical data with its partners (as appropriate within the health zone, district, and region)

c. Attended meetings or otherwise had official contact with the appropriate local MOH officials during which project activities and plans are discussed

Yes

Coordinators, community health workers, peer educators, and community animators are all involved in mass activities sponsored by the MOH such as World AIDS Days, National Vaccination Days, etc. Coordinators and community agents also participate in monthly coordination meetings with the ICPM and with the social health services of the district (SSSC) in the development of *Action Plans* and training activities. They make joint supervisory visits in their project areas, and participate in the Pre-CROCEPS and the CROCEPS.

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

GP/SP is involved in all fora initiated by the MOH both nationally and internationally.

d. Participated in the planning of HIV/AIDS programming with the Ministry of Health and its partners. These efforts included the new *One Circle, One NGO* initiative, International AIDS Day, and the action plan for the National AIDS Control Program.

e. Participated in the development of a proposal to the Bristol Myers Squibb *Secure the Future* initiative.

VI. Future Plans: July-September 2002

- Continued supervision and support for national NGO partners.
- Organization of the final evaluation for this project, its analysis and dissemination.
- Carry out all grant closure activities with the 17 NGO implementing partners.

Annex 1:

Additional Activities January – June 2002

In addition to the activities highlighted above, GP/SP was involved in the following, organized according to the main program objectives of access, quality, promotion, and capacity.

Access

A regular supply of contraceptive products was assured to all NGO partners. This included work at pharmaceutical depots at the district and regional level as well as with the individual CSComs and with community based distribution agents.

Quality

1. Meetings and Trainings Organized by GP/SP :

- Organized a mini workshop on administrative, legal, and logistical considerations for grant closure with 17 NGO partners.

2. Participation in Meetings and Training Organized by Partners:

The Executive Director participated in:

- Meetings to develop the proposal to USAID for HIV/AIDS prevention targeting high risk groups;
- Meetings to develop the proposal to CDC for HIV/AIDS prevention targeting high risk groups.

The Deputy Director participated in :

- Meeting to develop the WHO Mali strategy of cooperation.

The HIS and Operations Research Coordinator participated in:

- The Saving Newborn Lives workshop 14-15 February;
- Workshop hosted by Peace Corps at Tubaniso between 19-21 April to develop regional teams working on HIV/AIDS issues;
- The Central and West African regional workshop on OEV (Orphelins et Enfants Vulnerables) held in Yamoussoukro between 8-12 April; and

- The SWAP (Association des Femmes Africaines Face au SIDA) workshop in Dakar.

GP/SP also participated in:

- Seminar with religious leaders on IEC and Advocacy for the prevention of HIV/AIDS, hosted by the Khalife, Chérif, and the high imam of Nioro du Sahel between 9 –13 April.
- National workshop on *"Local Knowledge and Development"* organized by the Ministry of Social Development, Solidarity, and the Elderly in collaboration with the World Bank 18-20 April.
- Mini-workshop for the debriefing of the study trip taken to Zimbabwe and Botswana by the PNLS, USAID, PSI and other technical partners regarding the establishment of voluntary HIV screening and counseling centers.
- Participation of the PAI Coordinator and representatives of three partner NGOs (AMAPROS, AID/Mali, and AES) in the community-IMCI workshop on the theme of *"Furthering Community-IMCI"*.

3. Supervision:

GP/SP carried out supervisory visits of activities in the 17 project intervention areas of our NGO partners. These visits are used as opportunities for ongoing training, quality assurance, and support.

First quarter:

AMAPROS (Bancoumana-Siby)
ASDAP Bla (Région de Ségou)
ASDAP Fana (Région de Koulikoro)
AID/MALI DOGO (Bougouni)
APPF (Kita)

Second quarter :

SODAC (Tominian)
SAD (San)
AES/SOS/MR (Niono-Dougabougou-Séribala)
ACD/GIAD (Sarro)
Consortium « 3A » (Ouélessébougou)
JIGI, Baara Nyuman, Djékafo (District de Bamako) ainsi que Solidarité Sida
DONKO (Banamba)
AMPRODE/SAHEL (Teninkou)

AEC/ENDA/Kilabo (Dioïla)
Consortium le Sahel (Diallassagou)
ASDAP (Koulikoro)

Promotion

- Distribution of audiocassettes about HIV/AIDS, *"Moussa le Taximan"*, to all NGO members during the Africa Cup of Nations;
- Distribution of video cassettes on HIV/AIDS *"Sida Lakari"* to NGOs;
- Production and broadcasting of radio messages about HIV/AIDS during the CAN festival;
- Production and distribution of issues Nos. 25, 26, and 27 of *Kénéya Info*;
- Organization of a special day around the battle against malaria at Sebénicoro during which bed nets were treated; and
- Organization of the visit of a U.S. Congressional delegation and the Minister of Health to Sebénicoro on April 2.

Capacity

- Organization of GP/SP's General Assembly (March);
- Participated in the WHO organized African Day to Battle Malaria (2 April);
- Participated in the MOH meeting on April 4th regarding the 2nd tranche of GAVI financing and the sharing of information around vaccination activities in the Mopti region; and
- Participated in an informal meeting of PRODESS partners 26 January.

Annex 2 :

Other Programs and Projects of GP/SP

French Cooperation

The Joint Health Program/Mali (PCSM) has been operational since May 2001 and has interventions through 30 projects managed by NGO members of GP/SP throughout the country.

At the end of this reporting period the funding for this project was substantially increased through access to EU financing (through the French Cooperation). It is expected that an agreement for approximately 2.5 million Euros over three years will be signed shortly.

Plan International

GP/SP started the monitoring of the Reproductive Health Programs of seven NGOs in areas not supervised by PLAN International/Mali in November 2000. Activities carried out during this reporting period included supervisory visits to NGOs, participation in the supervision of the opening of voluntary HIV/AIDS screening and counseling centers in five regions, regular reporting on this grant, and quarterly meetings with the NGO coordinators carrying out activities under this grant.

PAI 3/CEDPA

The PAI/CEDPA project is in its third stage which is focusing on advocacy to end excision in Mali. Activities during this reporting period were a workshop at CRES on February 21st. In attendance were representatives of the Comité National d'Action pour l'Abandon des Pratiques Néfastes (CNAPN), UNICEF, four private radio stations, two national (state run) youth projects, the national offices of Health and the Promotion of Women and Social Development, and twenty-five national and international NGOs. In addition to developing advocacy strategies, a highpoint of this conference was a presentation on excision by the "So" theaterical group.

One Circle, One NGO Initiative (MOH):

GP/SP plays a facilitating role in this program initiated by the Ministry of Health. During this reporting period recruitment was initiated for a program coordinator. Additionally, GP/SP participated in all meetings related to the management of this initiative.

Saving Newborn Lives (Save the Children/USA):

GP/SP has submitted a proposal for an advocacy role in this national project managed by Save the Children/USA. In this proposal, GP/SP would plan and organize a national advocacy campaign around newborn care and reproductive health.

SIKASSO HEALTH

Semi- Annual Report

for the period

1 January – 30 June 2002

Save the Children

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

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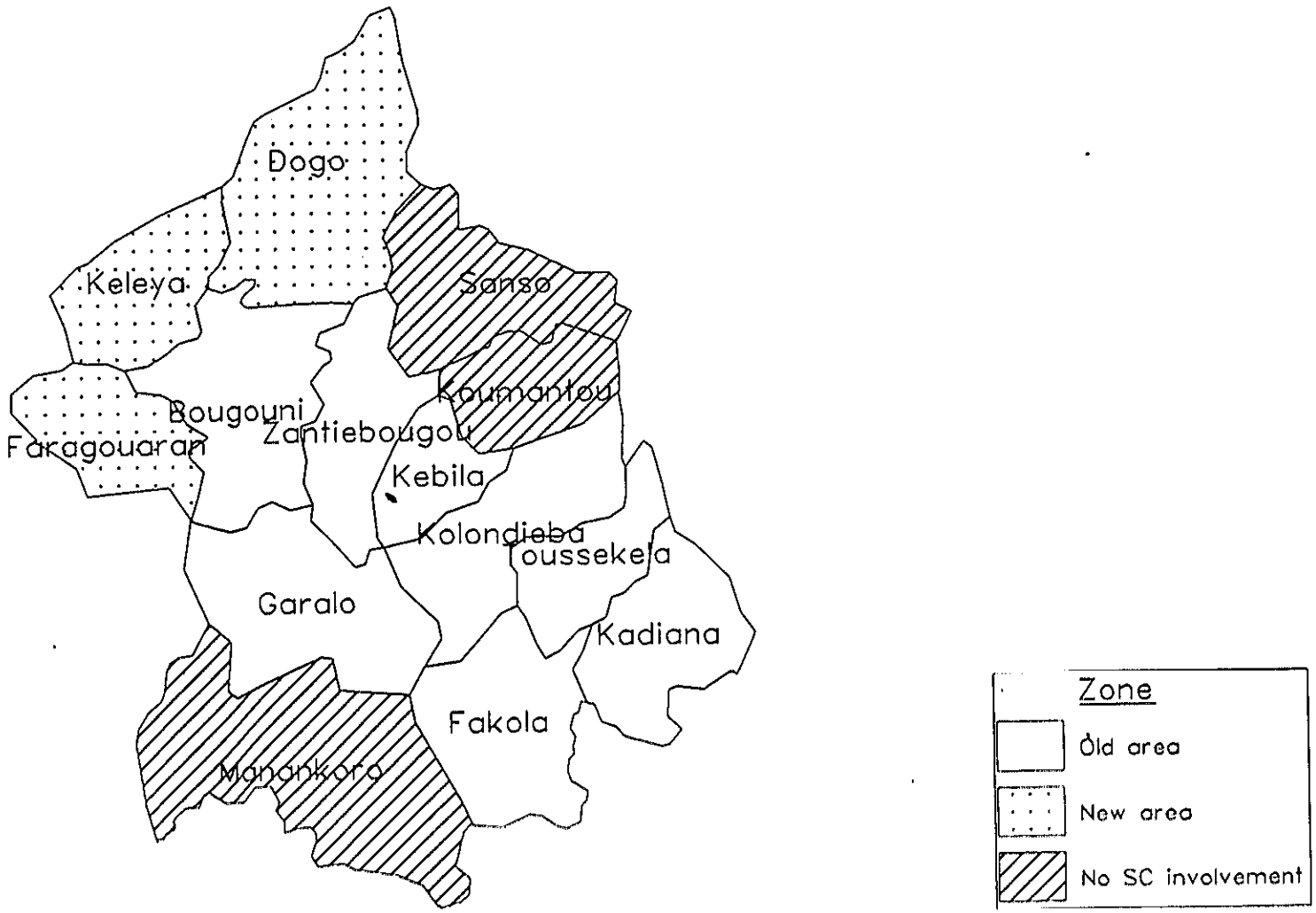
LIST OF ACRONYMS

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
FPA	Family Planning Animator
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 KOLONDIEBA



I. Introduction

In 1987, Save the Children/USA (SC) began health activities in Kolondièba. Since then the program has undergone many geographic and strategic changes. In 1992, after five years of successful activities in the Kolondièba district, the program was extended to the Bougouni district. Initial activities began in the *arrondissement* of Zantiébougou and in 1995 were further expanded to the *arrondissement* of Garalo, the *arrondissement* of Sido, and the town of Bougouni. This period of expansion for SC coincided with Mali's decentralization which gave more responsibility to the local communities, a trend that SC has supported and helped to mentor particularly at the community level.

Beginning in 1995, the Child Survival XI (CS XI) program focused interventions in five areas: vaccinations, nutrition/Vitamin A, malaria prevention and treatment, diarrhea prevention and treatment, and maternal/child health. A number of promising innovations were piloted including village pharmaceutical banks, empowering *Village Health Committees* (VHC) through the establishment of their own health data collection system, and introducing *Positive Deviance*, an economical, community-based methodology to improve the nutritional status of young children.

Begun in 1999, the Sikasso Health Program (SHP) was built upon the accomplishments and lessons learned through CS XI. Through the SHP, Save the Children targeted seven new health zones in the Bougouni district. This new catchment area is composed of 117 villages with a ***total population estimated at 77,150*** in 2002. In these 117 villages, the *Sikasso Health Program* has established 133 *Village Health Committees* (VHCs) involving 1,178 committee members, 607 (52%) of whom are women.

Known by other organizations as *relais villageois,* VHCs are made up of men and women chosen by their communities and trained by SC. Together the members of the *Village Health Committees* are responsible for the following activities:

- Community mobilization and *Behavior Change Communication* (BCC);
- Growth monitoring and the promotion of appropriate nutrition and hygiene;
- Clean and safe deliveries by trained *Traditional Birth Attendants* (TBAs);
- Promotion and sale of contraceptives by *Family Planning Animators* (FPAs);
- Management and functioning of village pharmaceutical banks;
- Continued record keeping for target populations using a village data collection system;
- Maintenance of a data collection system for all village health activities to be made available to all interested parties (i.e., ICPMs).

The *Sikasso Health Program* has contributed to the establishment of:

✓ Six functional ASACOs managing
✓ Six functional CSComs.[1]

In the SHP areas, the Ministry of Health's (MOH) minimum package of activities are available at the village level.[2]

Population Profile of the Sikasso Health Program Zone

Target Population (Total Population of Target Zone = 77,150)	Estimated Number
0-11 months (4%)	3,086
12-23 months (3.9%)	3,009
0-23 months (7.9%)	6,095
0-36 months (11.7%)	9,027
Women of reproductive age 15-49 years (21%)	16,201
Men of reproductive age 15-59 years (21.4%)	16,510
Pregnant women (5%)	3,857
Young adults 15-24 years (19.5%)	15,044

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, and;
2. Improved Reproductive Health Services.

[1] Because of ongoing problems with the ICPM in Meridièla, the CSCom was closed in March 2002. All furnishings and supplies were removed.
[2] In Meridièla, in the absence of an ICPM, strategies were developed and implemented in a joint effort by Save the Children and the Services Socio-Sanitaire (SSS) in order to provide the community with immunizations, nutritional and reproductive health information, counseling, and services.

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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 for health services by populations served; and
- ★ Strengthened capacity of communities and partners to ensure sustainability of activities.

This year, particular emphasis has been placed on the last objective. The *Sikasso Health Program* has greatly assisted the SSS and local communities to manage and provide quality health services. In all SHP health areas, the MOH's minimum package of activities are available at the village level.

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 the capacity of communities to identify and provide for many of their own needs, and a commitment to provide them with the support necessary to strengthen that capacity whether it is through literacy training, health training, Health Information System 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 and ongoing mentoring and support.
- ✓ ***Strengthening the SSS*** through the provision of appropriate training opportunities.
- ✓ ***Supporting, through regular fora, a cooperative spirit between these various stakeholders*** recognizing interdependence and encouraging 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.

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Operational Objectives for the reporting period January to June 2002

The *Sikasso Health Program* determined the following operational objectives for the period January to June 2002 : ·

- Collaboration between Save the Children/USA, the 7 ASACOs,[1] and the CSComs in the planning and execution of health activities in order to provide the minimum package of health services (immunization, reproductive health, family planning, and STD/HIV/AIDS prevention) both at the CSCom level and in community outreach;
- Support for *Village Health Committee* members in executing the PEV program by seeking out women of reproductive age and children who have not been immunized;
- Financial support for CSComs in the implementation of the PEV program;
- Training in IMCI for doctors and nurses in Bougouni[2]; and
- Refresher training for managers of village pharmaceutical banks.

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

- Columbia University supported *Safe Motherhood* project activities are ongoing. This project focuses on improving emergency obstetrical care in the Bougouni and Yanfolila referral health centers (CSRefs).
- Research supported by Johns Hopkins University on anti-microbial resistance has studied the correct administration of medicine to children through CSComs and village run pharmaceutical banks. The results are being published.
- Through private funds and with SC support, three women's associations in Bougouni have successfully piloted a project to treat and sell permethrin treated bed nets.
- The CDC funded malaria prevention and control project activities have started in 38 health zones in the Bougouni, Yanfolila, and Kolondièba districts.

[1] After March 2002 and the closure of the Meridièla CSCom, we worked with six ASACOs, while ensuring a minimum package of activities for Meridièla.
[2] This was postponed to September 2002 at the request of the national team.

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II. USAID Reporting Indicators: January- June 2002

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): ***1129***

b) Estimated number of children 0-11 months in population of intervention zone: ***3086***

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: ***1129***

b) Estimated number of children 12-23 months intervention zone: ***3009***

c) Name of last survey: *Routine data collection.* Date conducted: *30/06/02*

Indicator: ***Caretaker child health practices***

a) Number of children aged 0-36 months (see 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: ***2006***

b) Estimated number of pregnant women in the target population: ***3857***

c) Name of last survey: *Routine data collection.* Date conducted: *30/06/02*

Indicator: ***Prenatal care: immunization coverage (2+ tetanus toxin/TT) during pregnancy***

a) Number of women receiving 2 or more TT doses during pregnancy: ***1323***

b) Estimated number of pregnant women in target area: ***3857***

c) Name of last survey: *Routine data collection.* Date conducted: *30/06/02*

Indicator: ***Assisted deliveries***

a) Number of women assisted by trained provider last delivery, CSCom level: ***415***

b) Number of women assisted by trained provider last delivery, village level: ***941***

c) Estimated total number of pregnant women in the intervention zone: ***3857***

d) Name of last survey: *Routine Data Collection.* Date conducted: *30/06/02*

Indicator: ***Couple Years[1] of Protection for modern methods: women of reproductive age (15 - 49 years old)[2]***

Number of CSP for the following modern methods:

i)	Oral contraceptives	**253**
iii)	Condoms	**206**
iv)	Foaming tablets	**109**
v)	Depo/injectables	**169**
TOTAL:		**737 CYP**

[1] Based on 6 months only
[2] Conversion factors (converted to value for six months):

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

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

Number of CSP for the following modern methods:

i)	Oral contraceptives	75
iii)	Condoms	68
iv)	Foaming tablets	11
v)	Depo/injectables	28
TOTAL:		182 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 old are weighed in each of 117 villages.)

a) Number of persons in intervention zone who live within 15 kilometers of facilities offering CS services: ***77,150***

b) Estimated total number persons in intervention zone: ***77,150***

Indicator: ***Access to family planning services:*** (In each of the 117 villages there are two FPA.)

a) Number of persons in intervention zone living within 15 kilometers of facilities offering family planning services: ***77,150***

b) Estimated total number persons in intervention zone: ***77,150***

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: ***1,154***

b) Estimated total number of 15-24 year olds in intervention zone: ***15,044***

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:* ***139***

b) Total number of *peer educator* contacts with 15-24 year olds in intervention zone ***1,154***

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*

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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*

I R –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: ***6***[1]

b) Number of PVO supported facilities: ***7***[2]

[1] Due to the Meridièla CSCom closing.

[2] We support the community but the facility is closed.

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

End of Agreement (2002) Objectives	Baseline	Achievement through June 2002	Target CY 2002	% 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, and at least 1 TBA)	100%	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 has 2 FPAs, and at least one TBA. There are also a total of 48 *peer educators* in the SHP program area)	100%	100%
ACCESS- PROCESS				
7 new CSComs created offering CS/RH services	3	7	7	100%
7 new ASACOs created	4	7	7	100%
80 village pharmacies created	0	80	80	100%
QUALITY – IMPACT				
48 community health personnel trained in IMCI[1]	0	18	48	45%
a) 40 CHAs correctly assessing and treating children under 5 with presumptive malaria and counseling their caretakers	0	18	40	45%
b) 40 CHAs correctly assessing and treating children under 5 with diarrhea and counseling their caretakers	0	18	40	45%
c) 40 CHAs correctly assessing and treating children under 5 with pneumonia and counseling their caretakers	0	18	40	45%
d) 40 CHAs correctly assessing and treating children under 5 who are malnourished and counseling their caretakers	0	18	40	45%
80% births assisted by a trained health attendant	34%	91.45%	80%	114.31%

[1] There will be a training in September 2002 for another 15-20 staff members. The timing of the trainings and the size of the group trained is controlled by the MOH. Thus the total objective will not be realized.

End of Agreement (2002) Objectives	Baseline	Achievement through June 2002	Target CY 2002	% Attained 2002 Objectives
7 CSComs offering CS interventions according to international and national standards	3	6	7	85%
QUALITY – PROCESS				
350 village health committee members trained in emphasis behaviors for CS and danger signs	0	272[1]	350	77%
350 Community Health Agents (CHAs) trained in CS and clean delivery	0	342	350	97%
7 ASACOs trained in and using information management for decision-making	0	7	7	100%
350 TBAs trained in clean delivery	0	342	350	97%
350 AVNs trained in nutrition and breast-feeding	0	272	350	77%
1050 supervisory visits to community-based distribution points by CSCom personnel	0	938[2]	1050	89 %
PROMOTION – IMPACT				
80% of children aged 12-23 months vaccinated for measles by age 12 months	20.2%	75%[3]	80%	93.79%
80% of children 12 to 23 months who are fully vaccinated before their first birthday	4.8%	76%	80%	75 %
90% of women who received at least 2 doses of tetanus toxin (TT) during pregnancy	31.7%	70.3%	90%	78.11%
50% Contraceptive Prevalence Rate (CPR) for men/women of reproductive age (15-24)	2.2%	21%[4]	50%	41.40%
50% of men reporting condom use during last casual sexual encounter	19:2%	29.2%[1]	50%	58.40%

[1] After the project was started, it was decided that the NGO AID Mali should continue to work with the villages of Dogo. The figure 272 represents at least two people from each VHC with which we work.
[2] Because of the collapse of the CSCom in Meridièla, this target will not be realized.
[3] Vaccination figures are gathered every two years. The figures included here are from 6/2001. The final report will have figures from 7/2002.
[4] We regret to say that we were overly optimistic when the target was established. While we expect an increase over what has been reported so far, we strongly doubt realizing this goal.

End of Agreement (2002) Objectives	Baseline	Achievement through June 2002	Target CY 2002	% Attained 2002 Objectives
90% of men/women of reproductive age knowing at least two acceptable ways of protection against STIs	17.4%	90%	90%	100%
80% of Children under age 3 with diarrhea in the last 2 weeks who received ORS	14.9%	66.38%[2] (23.38 % ORS packets, 43% homemade solution)	80%	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)	80%	83%
80% of Children under 4 months who are exclusively breast-fed	3.5%	66%	80%	82.50%
1000 couple years of protection for modern contraceptive methods	Uneval-uated	737	1000	95.8%
PROMOTION – PROCESS				
1860 IEC/BCC sessions given on emphasis behavior and danger signs	0	1162	1860	62%
165 of IEC/BCC sessions given in community schools	0	113	165	68%
120 of health sessions organized by women's groups	0	90	120	75%
120 of reproductive health sessions organized by GGLS groups	0	90	120	75%
10,245 mothers participating in nutrition sessions given by AVNs	0	10,806	10,245	105%
10,245 of mothers participating in health sessions given by TBAs	0	10,806	10,245	105%
CAPACITY – IMPACT				
100% of health facilities which report one or more supervisory visits in the past 3 months	33%	100%	100%	100%
100% of CBD agents reporting one or more visits by supervisors during the past 3 months	0%	100 %	100%	100 %

[1] We expect to see a significant increase in this indicator. In February, a BCC expert worked with us on formative research for BCC message development, which we have used to develop our strategy around condom use.
[2] Based on a study during June 2001. Our observations of the regular use of ORS in the field convince us that this percentage will increase.

7 CSComs reporting 100% cost recovery	2	6[1]	7	85.7%
90% of CSComs tracking vaccination coverage through graphical data	0	86%[2]	90%	95%
100% of CSComs submitting reports on time	33%	86%[3]	100%	75%
CAPACITY – PROCESS				
7 ASACOs with 100% literacy of members in Bambara	0	7	7	100%
7 ASACOs with at least one female member	3	7	7	100%
7 ASACOs meeting on a monthly basis	3	6	7	85%
7 ASACOs making decisions based on a bi-annual review of their activities	3	6	7	85 %

[1] As noted before, the CSCom in Meridièla was closed in March 2002.
[2] All CSComs track vaccinations graphically, except for Meridièla which closed in March.
[3] See number 2.

IV. Additional Activities: January-June 2002

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

- 18 rehabilitation sites for 178 malnourished children were established; 101 (57%) of these children were rehabilitated after 3 months;
- 111 traditional birth attendants were trained and have begun working--bringing the total to 342;
- Community volunteer health workers weighed 8,090 children. These volunteers also monitored those children found to be malnourished. 1,443 children were de-wormed; and
- 3,077 pregnant women benefited from at least one pre-natal consultation made by a CSCom team.

QUALITY

- Refresher training for 272 community health agents in HIS; and
- One staff attended an IMCI workshop in Dakar Senegal.

PROMOTION

- 464 IEC sessions were organized by SC around themes of family planning, HIV/AIDS, vaccinations, diarrhea, malaria, and upper respiratory infections. These sessions were attended by 11,570 men and women;
- 412 IEC sessions were organized by *Traditional Birth Attendants*, *Village Nutrition Agents*, and women's groups which were attended by 10,806 women;
- Radio spots on reproductive health were developed and run on the local Bougouni radio stations; and
- The theater group "Do" gave 33 public representations to promote family planning use and STI prevention in 33 villages.

V. Narrative: Lessons Learned, Ongoing Challenges, Impact

Lessons Learned:

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

1. With the exception of Meridièla this project has demonstrated that ASACOs are able to effectively manage CSComs which are self-sustaining. Some of the ASACOs with which we have worked are even able to ensure the quality of services.
2. The village drug kit model was enthusiastically received at the JSI/PDY workshop on *Community-Based Distribution* in Sikasso. Our experience convinces us that this is a model which can be easily scaled to a national level to ensure that the 70% of the population living in isolated, rural areas will have access to malaria treatment and contraceptive products in addition to other basic medicines (which currently additionally include ORS packets, paracetamol, aureomycin ointment, alcohol and bandages).

Ongoing Challenges:

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

- Capacity building for not well performing VHCs.
- Ongoing support to communities to develop a sense of ownership for the functioning of the CSCom, to fully understand the many benefits which CSComs bring them as well as to understand their responsibility in their ongoing management.
- Influencing 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:

We continually ask ourselves the following questions: What differences have we noted as a result of our efforts? What strikes us when we visit the communities with which we work? How are their lives different from six months or a year ago? The following are immediately visible, and 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 2000.)
- ✯ 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.
- ✯ Communities in the *Sikasso Health Program* area have shown a new confidence which stems from the successful management of a wide variety of tasks.
- ✯ After only a short time, 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 exists a cadre of community members to respond to a variety of health questions. These people also serve as a base for potential activity by other organizations such as Sight Savers and 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 each month. The Health Information System 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-September 2002

Efforts during the coming months will focus on:

- ➢ Support for *Village Health Committees* to ensure capacity for their sustainability;
- ➢ Training in IMCI for SSS doctors and nurses in Bougouni; and
- ➢ Carrying out a final evaluation.

MICROFINANCE

Semi-Annual Report

For the period

1 January – 30 June 2002

Save the Children

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

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Annexes

1. Minimum Reporting Requirements for Soro Yiriwaso
2. Minimum Reporting Requirements for Faso Jigi

List of Acronyms

AIMS	Assessing the Impact of Microenterprise Services
ASSEF	Association d'Entraide de Femmes
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
BNDA	Banque Nationale pour le Développement Agricole
CAS/SFD	Cellule d'Appui et de Supervision des Systèmes Financiers Décentralisés
GGLS	Group Guaranteed Lending and Savings
MFI	Micro Finance Institution
MIS	Management Information Systems
PLG	Program Learning Group
USAID	United States Agency for International Development
WAI	Weidemann Associates, Inc.

I. Introduction

In the first semester of 2002, Soro Yiriwaso continued to implement its *Five Year Business Plan*, registering strong progress. Indeed, Soro Yiriwaso was able to manage most of the activities planned for this reporting period and to significantly move toward the achievement of performance targets for all of 2002. Results achieved at June 30, 2002 are as follows:

Indicators	Jun. 30, 2002	Dec. 31, 2001	Dec 31, 2000	Dec. 31, 1999
Number of active clients	8,419	6,814	5,646	3,708
Portfolio outstanding (FCFA)	216,849,007	139,081,962	86,124,000	63,665,154
Number of active loans	7,776	6,367	4,872	3,708
% Portfolio at risk (>30 days)	0.06%	1.7%	8%	.4%
Amount disbursed (FCFA)	322,285,000	311,385,000	230,407,000	119,240,000
Number of loans disbursed	7,724	11,036	8,748	3,744
Mandatory savings (FCFA)	28,631,241	17,580,459	13,115,334	6,417,452
Operational self-sufficiency	49%	35%	31%	27%
Financial self-sufficiency	48%	33%	30%	25%

As shown in section III. Results, Soro Yiriwaso has already met its goals for calendar year 2002 for self-sufficiency and mandatory savings, and is making strong progress in active clients and active loans. The portfolio at risk is also especially strong, at an almost negligible 0.06%.

The next sections of this report provide detailed information about Soro Yiriwaso's activities, results and challenges during the semester, and plans for the rest of 2002.

II. Activities

Soro Yiriwaso implemented the following activities that are part of its 2002 annual workplan.

A. Institutionalization Process

Licensing from Ministry of Finance: Soro Yiriwaso continued following up with CAS/SFD on the status of the licensing request the institution submitted in April

2001. However, the process is still not finalized as we were told that the Soro Yiriwaso file is now being reviewed by the Central Bank (BCEAO).

Governance: Soro Yiriwaso held its second Annual General Assembly Meeting, in the presence of all but two of its members. This meeting was the opportunity to discuss several issues including:

- The 2001 Annual Report and 2002 workplan.
- Proposed changes to the Soro Yiriwaso statutes in order to ensure continuity in Board membership.

Remuneration of Board Members for consultancies with Soro Yriwiaso was also discussed and rejected. Several Board members were also involved in promotional activities, participating in a local radio show to talk about Soro Yiriwaso's programs, products, and services.

Soro Yiriwaso's Management: The transfer of assets and programs from Save the Children to Soro Yiriwaso and the recruitment of personnel at lower salaries by Soro Yiriwaso took place at the end of 2001. During the first semester of 2002, the effects of these actions started to be felt, with lower salary costs, more autonomous decision-making capacity, and more autonomous implementation of programs by Soro Yiriwaso's staff. The partnership with Save the Children is defined through a subgrant agreement and Soro Yiriwaso submits periodic reports to Save the Children, including activities and level of performance achieved for the period.

Business Plan: Soro Yiriwaso continued implementing its *Business Plan* for 2001-2005 and is on its way to reaching and even exceeding targets for 2002. The *Business Plan* was translated into English and submitted to USAID in June 2002. Soro Yiriwaso has started looking for other partners to which to submit the business plan for fundraising purposes.

B. Increase in Scale and Outreach

Soro Yiriwaso's activities under this heading dealt with:

- The expansion into new geographical areas, and
- The introduction of new products into existing areas.

Accomplishments under each of these topics are discussed below.

Expansion: Soro Yiriwaso's work in this area has been twofold. First, Soro Yiriwaso went through a simple branch modeling exercise to decide on criteria, personnel size and level of activity for a sample branch to be able to cover its costs and parts of headquarters' expenses. Secondly, Soro Yiriwaso started activities in new areas such as Sikasso, Kadiolo and Selingue. A formal branch was opened in Sikasso to manage activities in Sikasso and Kadiolo, while Selingue is managed by the recently-opened Ouelessebougou sub-office.

In order to implement this expansion strategy, the following activities were implemented:

- Contacting local authorities,
- Contacting local women's associations,
- Finding a place to rent for the branch,
- Recruiting and training personnel for the branch,
- Purchasing equipment for the branch, and
- Starting-up activities.

Introduction of new products: Soro Yiriwaso has laid the groundwork for the launch of a pilot individual loan product. Procedures and management tools have been developed for this product that, for the time being, targets existing Soro Yiriwaso clients who have had at least three loans with the institution. The pilot program will start in July 2002 in Bougouni. There will also be some limited testing of the product in Kolondièba and Garalo. Additionally, a revised group loan is already being offered to clients. The revised group loan is a continuation of the existing group loan product with a bigger loan size and longer repayment term.

C. Human Resources Capacity Building

As planned, Soro Yiriwaso has reviewed its existing personnel capacity and its staffing needs and made some changes in duty stations for some of the staff. In addition, new field agents, including loan officers, accountants, and a branch manager were recruited in order to fully respond to the needs created by expansion. The new staff received orientation training and were mentored by existing staff for some time before they went to their posts.

Both new and existing staff received training on the revised group loan product and the newly developed procedures and forms for the individual loan product.

D. Building of Systems

In terms of ***planning systems***, Soro Yiriwaso has developed monthly targets for each loan officer and each branch, taking into account the institution's overall targets for the year. On a monthly basis, achievements are reviewed against targets, performance gaps identified, and corrective measures discussed and implemented.

Soro Yiriwaso has also developed new ***staff evaluation and motivation systems***, focusing respectively on the achievement of targets and on scale, quality, and revenues generated.

As far as ***management information systems*** (MIS) are concerned, Soro Yiriwaso continued using the GGLS IS software it obtained from Save the Children, and then adapted to its needs. However, due to problems encountered in the implementation of this Access-based system, Soro Yiriwaso has entered into a new partnership with Weidemann Associates, Inc. (WAI) to install SAF 2000, a sophisticated MIS especially designed for MFIs.

The following activities were accomplished under this partnership:

- Discussion of a *Memorandum of Understanding* that would define the terms of the partnership;
- Review by WAI of Soro Yiriwaso's procedures in order to prepare for the configuration of the system; and
- Demonstration of the system to Soro Yiriwaso staff.

The system configuration, installation and testing should be completed by the end of September 2002, according to the WAI project schedule.

E. Impact Study

Save the Children and Soro Yiriwaso implemented the second (qualitative) and final phase of the Soro Yiriwaso impact assessment. The objectives of this assessment were to learn about changes that participation in Soro Yiriwaso's programs has brought to clients' lives and businesses and to inventory clients' areas of satisfaction and dissatisfaction with the institution's products and services.

A copy of the impact assessment's final report was submitted to USAID in June 2002.

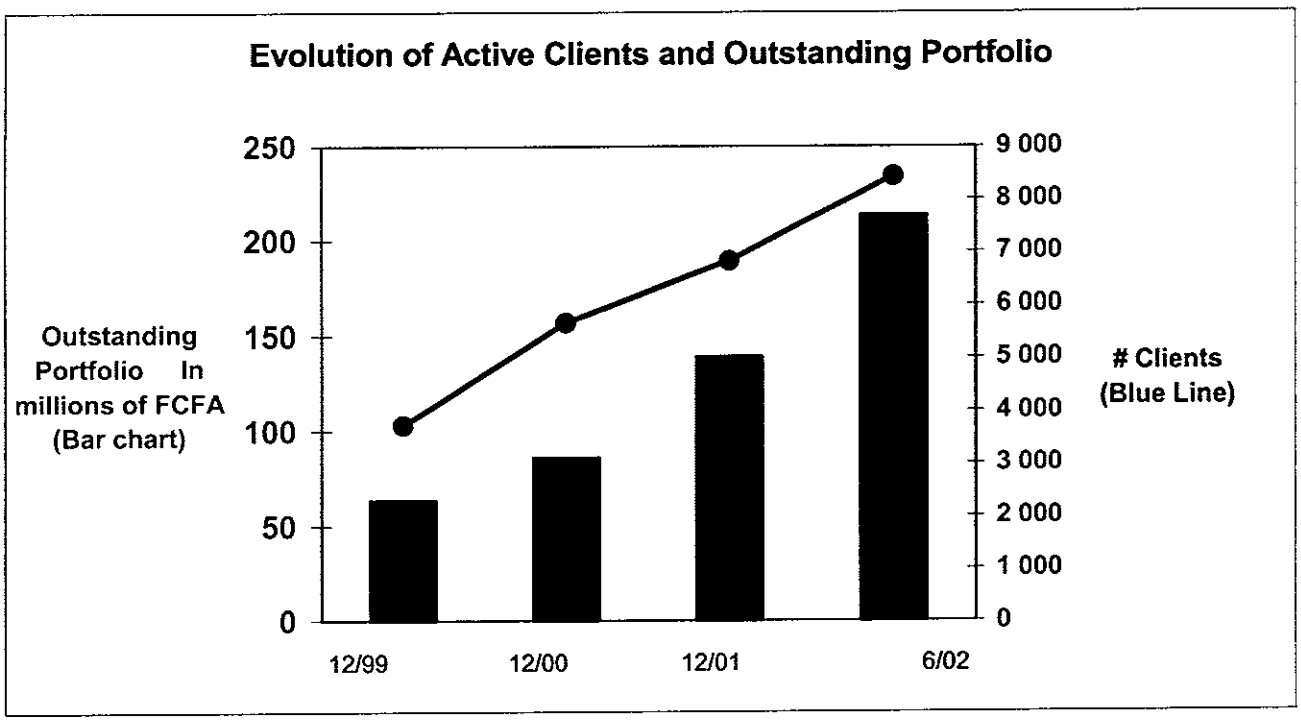
III. Results

The implementation of the activities discussed above were accompanied by the performance results presented in the table below.

Indicators	Planned Dec 31, 2002	Actual June 30, 2002	Progress in achieving target
Number of Active Clients	9,732	8,419	86%
Portfolio Outstanding (FCFA)	342,072,000	216,849,007	62%
Number of Active Loans	9,050	7,776	86%
Portfolio at Risk (> 30 days)	≤ 5%	0.06%	N/A
Amount Disbursed (FCFA)	738,109,000	322,285,000	44%
Number of Loans Disbursed	14,851	7,724	52%
Mandatory Savings (FCFA)	27,000,000	28,631,241	106%
Operational Self-Sufficiency	45%	49%	104%
Financial Self-Sufficiency	44%	48%	109%

The above table shows that Soro Yiriwaso achieved impressive results in the three following priority areas: scale, portfolio quality, and sustainability. More details are provided below.

Scale: Soro Yiriwaso was able to double its number of active clients between December 1999 and June 2002, with this number increasing from 3,708 to 8,419, representing a 127% growth rate. This was made possible by Soro Yiriwaso's prudent expansion strategy and a increased staff capacity to serve clients efficiently.

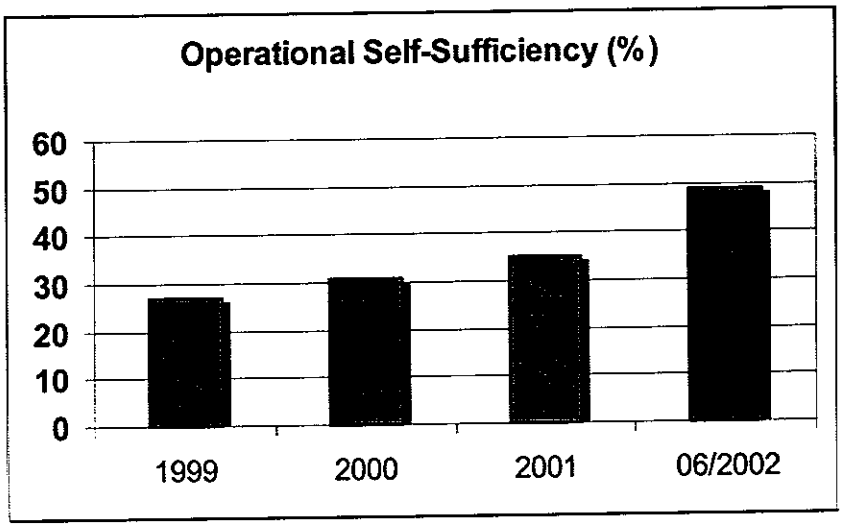


Portfolio quality: With a portfolio at risk of 0.06% at June 30, 2002, it is clear that the growth in scale was achieved while simultaneously improving the quality of the portfolio. Indeed, after the repayment problems experienced by Soro Yiriwaso in 2000, Soro Yiriwaso implemented several activities in order to ensure the maintenance of a quality portfolio, including:

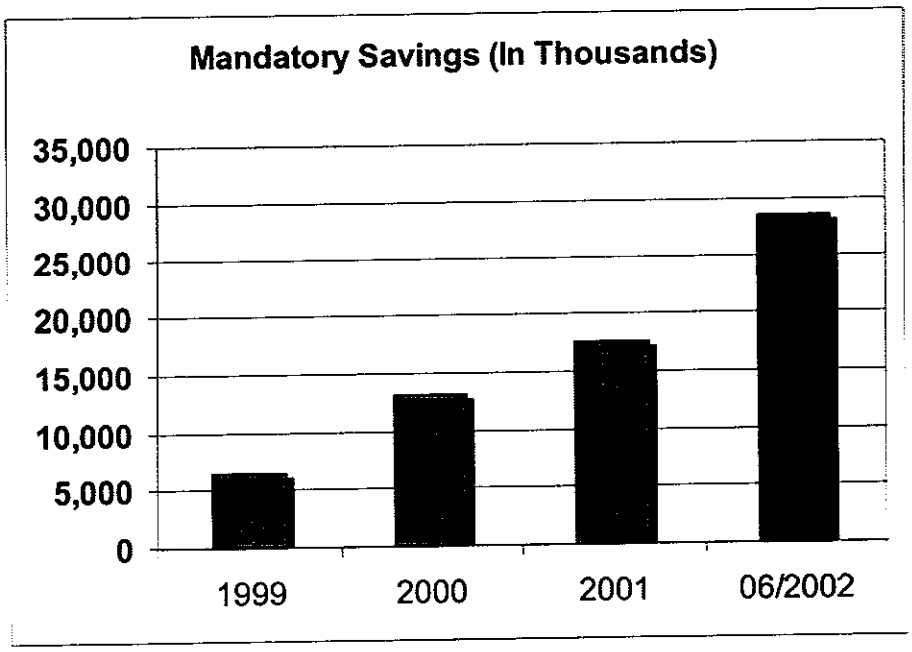
- Building staff capacity in working with women's associations,
- Training staff in arrears management, and
- Dealing more strictly with clients with repayment problems.

This allowed Soro Yiriwaso to improve the one-day portfolio at risk from 20% in December 2000 to 1% in June 2002.

Sustainability: Soro Yiriwaso has made self-sufficiency one of its priorities in its 2001-2005 *Business Plan* and the results of June 2002 show success at improving the self-sufficiency rates at a faster pace than in the past. In fact, Soro Yiriwaso has already reached its target operational self sufficiency rate for 2002. This was made possible by an emphasis on recovering interest revenues and efforts in cost reduction.



Mandatory Savings: Mandatory savings has also been an area of substantial growth, with savings growing from 17 million FCFA to 28 million between December 2001 and June 2002.



IV. Impact of Activities

As discussed in previous reports, Soro Yiriwaso has been implementing an assessment of its programs' impact on clients. This study took place between May 2001and June 2002, including study preparation and report writing. A final report of the study was submitted to USAID in June 2002. Some highlights of the study include:

- Our clients' level of education and literacy is extremely low with only 1.9% of our rural clients being literate and only 13% of our urban clients.
- Our clients' households lack regular income, particularly in the rural areas where 93.2% of our clients live in households without regular cash income.
- Our clients live in poor quality housing with minimal resources, particularly in the rural areas where less than 3% of our clients have homes made of durable materials.

Lest we ever doubted this, we found that our clients are indeed among Mali's poorest and most marginalized women. We are inspired by their need as well as their initiative in maximizing the small loans they have taken, and their responsibility in paying back these loans. Two cases of impact on clients are detailed below:

- Madame Assitan Diarra sells peanuts and rice, with rice sales being her primary activity. She is a member of the Benkoro Association and the Sabali group located in the neighborhood of Torakabougou in the town of Bougouni. She travels from market to market to buy bags of peanuts and rice that she stocks in a warehouse that she had built. She resells one part of her stock at the market in Bougouni or Bamako to allow her to repay her loan from Soro Yiriwaso. She keeps the other part of her stock for sale during difficult periods.

  According to Madame Diarra, her collaboration with Soro Yiriwaso has allowed her to increase the scale of her business. She is on her sixth loan and has 100,000 FCFA in capital, of which 60,000 comes from Soro Yiriwaso. She makes an average profit of 2,000 FCFA per bag of peanuts sold and sells an average of ten bags of peanuts per month, resulting in a monthly revenue of 20,000 FCFA per month. This revenue is used to support family expenses (school costs, health and food), and to increase the funds she uses for her business.

  She is considering increasing the size of her loan to increase the size of her business. To do that she is considering moving from solidarity group loans to an

individual loan. She feels that Soro Yiriwaso is a solid source of funds for committed women.

- Madame Fatimata Samaké sells, cloth, wool and glasses in the Bougouni market. She is a member of the Saramaya association and the Heremakono group in the town of Bougouni. She buys the products mentioned above in Bobo-Dioulasso, Burkina Faso in order to resell them in Sikasso or Bougouni. According to Madame Samaké, her collaboration with Soro Yiriwaso has helped her to not only master management techniques, but also to increase the size of her business. She says she started the business with 25,000 FCFA in funds, which has now grown to 100,000 FCFA, of which 75,000 FCFA is from Soro Yiriwaso.

  Her profits are invested in equipment or real estate. Madame Samaké has been able to buy two plots of residential land. She greatly appreciates the collaboration with Soro Yiriwaso and aspires to an individual loan to increase the size of her business.

V. Challenges/ Lessons Learned

Some of the most important challenges met by Soro Yiriwaso or expected for the rest of the year are as follows:

Opening and consolidating branches: Soro Yiriwaso has been implementing its expansion strategy as established in its 5 year *Business Plan*. This process has necessitated time and effort in order to make the first contacts with the new communities and community leaders, recruit personnel, and train and settle field officers. The remaining challenges include developing and maintaining comparative advantages relative to the competition, continuous capacity building of branch staff, and promotion and launch of programs in these new areas, in order to have strong and sustainable branches.

Launching of new products: Soro Yiriwaso's strategy is to offer the new products progressively in existing areas now and in new areas a year later. This will allow staff to know the products better and will also give time to the institution and clients to get to know each other. For each area meeting the criteria for new products, Soro Yiriwaso will have to promote the products and help clients differentiate them from those of the competition.

Juggling growth and quality: Soro Yiriwaso is presently achieving high growth rates in terms of number of clients and outstanding portfolio, all this with very high

portfolio quality. However, with the opening of new branches and the expected increase in scale, Soro Yiriwaso has to plan for better monitoring of programs, mostly in branches that are far from headquarters.

Installing a quality MIS: Soro Yiriwaso needs a reliable management information system in order to be able detect potential problems and find solutions as quickly as possible. The system proposed by WAI, SAF 2000, is designed to handle both accounting and loan and savings tracking. However, the schedule of installation of this system is quite tight, with all activities planned to be implemented by September 30, 2002, as this is also the end of the existing WAI contract with USAID. The challenges are for WAI to finish the work on time and for Soro Yiriwaso to fully participate in the process, all while implementing its day-to-day operations.

Fundraising for the next 4 years: In developing its business plan, Soro Yiriwaso was able to identify its funding needs for the period covered by the plan. The institution has to think now of the different ways to meet these needs. One planned step is for Soro Yiriwaso to contact some of the banks involved in financing MFIs, as soon as it gets its license from the Ministry of Finance. Soro Yiriwaso will also seek partnership with USAID and other donors involved in the Malian microfinance sector.

VI. Partnerships

Examples of partnership activities implemented during the semester include:

- Implementation of the partnership/subgrant agreement with Save the Children. Soro Yiriwaso submitted the required periodic reports to Save the Children and was able to reach performance targets set in the subgrant agreement. In addition, Soro Yiriwaso's management team received training from Save the Children on subgrant management and on management of human resources. Also Soro Yiriwaso's Executive Director and Save the Children's microfinance advisor participated in the annual Program Learning Group (PLG) organized in Bangkok by Save the Children's microfinance department. Soro Yiriwaso also received a supervisory visit from Save the Children's Economic Opportunities office based in Washington, D.C.

- Work with Weidemann Associates, Inc. to configure and install SAF 2000, a software program especially designed for microfinance institutions.

- Participation in training sessions organized by WAI on fundraising with banks and internal controls for MFIs.

- Opening of accounts in BNDA branches in Bougouni, Ouélésébougou, Niena, Sikassso and Kadiolo for money handling purposes and increased security. Soro Yiriwaso also has accounts in Kafo Jiginew caisses in places where BNDA is not present, such as Manankoro, Loulouni and Selingue.

- Hosting of an exchange visit from ASSEF a women-led and women-focused microfinance institution from Benin. This visit occurred a year after a Soro Yiriwaso board member and staff visited ASSEF in Benin.

VII. Plans for July through December 2002

In order to achieve its 2002 targets, Soro Yiriwaso plans to implement the following main activities:

- Launch the pilot individual loan product in Bougouni, Garalo and Kolondieba. This will allow the institution to test, evaluate and improve the product before launching it on a large scale.

- Continue promotional activities and organize sessions to inform clients about individual loans.

- Finalize with WAI the process of installing SAF 2000 and making it operational.

- Continue trying to reach additional clients in the existing intervention areas.

- Train staff and clients on different aspects relating to the new products, business skills (management of a microenterprise, marketing management) and roles and responsibilities within an association.

VIII. Faso Jigi

Save the Children's formal partnership with Faso Jigi concluded in September 2001. Save the Children now provides limited support to Faso Jigi through the Democratic Governance Program. Minimum reporting requirements for Faso Jigi are included as Annex 2 of this report.

ANNEXES

Annex 1:	Minimum Reporting Requirements for Soro Yiriwaso
Annex 2:	Minimum Reporting Requirements for Faso Jigi

Annex 1:
Minimum Reporting Requirements for Soro Yiriwaso

A. PORTFOLIO AND OUTREACH	1 January - 30 June 2002
1. Portfolio outstanding	
Beginning of period	139 081 962
End of period	216 849 007
2. Number of active loans	
Beginning of period	6 367
End of period	7 776
3. Average outstanding loan size	
Average outstanding loan size	41 725
Average disbursed loan size	27 887
4. Amount disbursed for the period	322 285 000
5. Number of loans disbursed during the period	7 724
6. Percentage women clients	100%
7. Portfolio with arrears	
Portfolio with arrears of more than 30 days	136 656
Portfolio with arrears of 31 to 60 days	21 511
Portfolio with arrears of 61 to 90 days	2 865
Portfolio with arrears of 91 days to 1 year	112 280
8. Amount of savings	
Amount of compulsory savings beginning of period	17 580 459
Amount of compulsory savings end of period	28 025 842
Amount of voluntary savings beginning of period	0
Amount of voluntary savings end of period	0
9. Number of savings accounts	
Number of compulsory savings accounts beginning of period	6 814
Number of compulsory savings accounts end of period	8 419
Number of voluntary savings accounts beginning of period	0
Number of voluntary savings accounts end of period	0
10. Number of credit and/or savings staff	25

B. INTEREST RATE POLICY	
11. Loan interest rates	
Nominal rate	25%
Effective rate	29%
12. Interest rate paid on savings	0

E. INDICATEURS DES COUTS D'OPPORTUNITE DES FONDS	
47. Local interbank lending rate	6,50%
48. Local 90-day CD rate	4,50%
49. Local inflation rate for the period	0%

F. INDICATEURS DE PERFORMANCE	
50.Total administrative expenses	72 733 543
51. Adjusted financial expenses (check formula)	11 567 756
52. Total adjusted expenses	84 301 299
53. Operational efficiency	41%
54. Adjusted return on operations	43%
55. Loan loss rate	0,5%

Annex 1:
Minimum Reporting Requirements for Soro Yiriwaso

C. INCOME AND EXPENSES INFORMATION	1 January - 30 June 2002
INCOME	35 997 615
13. Interest and fee income for loans	34 875 615
14. Income from investments	1 122 000
15. Other operating income from financial services	0
EXPENSES	72 733 543
16. Staff expenses	42 119 549
17. Other administrative expenses, including depreciation	29 656 406
18. Loan losses	957 588
19. Interest and fee expenses	0
20. Net operating profit	*-36 735 928*
21. Non Operating Income	*79 515 088*
22. Non operating expenses	*8 643 183*
DONATIONS	
23. For operating expenses	64 913 329
24. Capital contribution	
Loan fund	48 303 220
Equity	0
Fixed assets	6 397 6[illegible]

D. BALANCE SHEET INFORMATION	1 January - 30 June 2002
ASSETS	
25. Cash on hand and in bank	86 665 281
26. Mandatory reserves	0
27. Short term investments	0
28. Loans outstanding	216 849 007
29. Loan loss provision	220 412
30. Net portfolio outstanding	216 628 595
31. Long term investment	0
32. Fixed assets	49 194 285
33. Other assets	13 793 128
34. Total assets	**366 281 289**
LIABILITIES AND EQUITY	
Liabilities	
35. Clients' savings	28 025 842
36. Other savings	0
37. Loans from central Bank	0
38. Loans from other banks	0
39. Other short term liabilities	0
40. Other long term liabilities	0
Equity	
41. Paid in equity	0
42. Donated equity	155 947 914
43. Retained earnings	126 666 127
44. Other capital accounts	13 994 182
45. This period's profit or loss	41 647 224
46. Total liabilities and equity	**366 281 289**

Annex 2:
Minimum Reporting Requirements for Faso Jigi

A. PORTFOLIO AND OUTREACH	1 January - 30 June 2002
1. Portfolio outstanding	
Beginning of period	44 894 010
End of period	43 795 615
2. Number of active loans	
Beginning of period	243
End of period	278
3. Average outstanding loan size	
Average outstanding loan size	275 935
Average disbursed loan size	157 538
4. Amount disbursed for the period	72 455 665
5. Number of loans disbursed during the period	198
6. Percentage women clients	34
7. Portfolio with arrears	
Portfolio with arrears of more than 30 days	4 649 469
Portfolio with arrears of 31 to 60 days	5 313 679
Portfolio with arrears of 61 to 90 days	3 321 051
Portfolio with arrears of 91 days to 1 year	5 607 390
8. Amount of savings	
Amount of compulsory savings beginning of period	18 029 289
Amount of compulsory savings end of period	15 507 035
Amount of voluntary savings beginning of period	53 717 847
Amount of voluntary savings end of period	52 731 229
9. Number of savings accounts	
Number of compulsory savings accounts beginning of period	243
Number of compulsory savings accounts end of period	278
Number of voluntary savings accounts beginning of period	765
Number of voluntary savings accounts end of period	837
10. Number of credit and/or savings staff	12

B. INTEREST RATE POLICY	
11. Loan interest rates	25%
Nominal rate	25%
Effective rate	26%
12. Interest rate paid on savings	5%

E. INDICATEURS DES COUTS D'OPPORTUNITE DES FONDS	
47. Local interbank lending rate	10%
48. Local 90-day CD rate	5%
49. Local inflation rate for the period	15%

F. INDICATEURS DE PERFORMANCE	
50.Total administrative expenses	7 590 082
51. Adjusted financial expenses (check formula)	4 434 481
52. Total adjusted expenses	12 024 563
53. Operational efficiency	17%
54. Adjusted return on operations	0,493231074
55. Loan loss rate	0

Annex 2
Minimum Reporting Requirements for Faso Jigi

C. INCOME AND EXPENSES INFORMATION	1 January - 30 June, 2002
INCOME	8 111 397
13. Interest and fee income for loans	5 930 888
14. Income from investments	173 100
15. Other operating income from financial services	2 007 409
EXPENSES	7 590 082
16. Staff expenses	1 685 000
17. Other administrative expenses, including depreciation	5 905 082
18. Loan losses	
19. Interest and fee expenses	
20. Net operating profit	
21. Non Operating Income	
22. Non operating expenses	-
DONATIONS	45 377 598
23. For operating expenses	
24. Capital contribution	-
Loan fund	
Equity	27 247 787
Fixed assets	18 129 811

D. BALANCE SHEET INFORMATION	
ASSETS	
25. Cash on hand and in bank	50 741 583
26. Mandatory reserves	-
27. Short term investments	-
28. Loans outstanding	47 352 545
29. Loan loss provision	3 556 930
30. Net portfolio outstanding	43 795 615
31. Long term investment	-
32. Fixed assets	19 934 916
33. Other assets	-
34. Total assets	114 472 114
LIABILITIES AND EQUITY	
Liabilities	
35. Clients' savings	52 731 229
36. Other savings	15 507 035
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	8 679 500
42. Donated equity	27 247 787
43. Retained earnings	9 785 247
44. Other capital accounts	
45. This period's profit or loss	521 316
46. Total liabilities and equity	114 472 114

COMMERCIAL GARDENING AND WELLS

Semi-Annual Report

For the period

1 January – 30 June 2002

Save the Children

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

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LIST OF ACRONYMS

ATI	Appropriate Technology International – now EnterpriseWorks
FASO JIGI	Mutualist Credit Institution
GVM	Groupement Villageois de Maraîchage
JIGIYA	Well digging Cooperative
SENNASIGI	Gardening Cooperatives
SC	Save the Children
SLACAER	Service Local d'Appui Conseil d'Aménagement et de l'Equipement Rural
SERNES	Service d'Experts pour les Ressources Naturelles et l'Environnement du Sahel

I. INTRODUCTION

During the past semester the *Commercial Gardening and Wells* sector has helped establish and organize 38 new gardens in the districts of Bougouni and Kolondièba. The 38 new gardens bring the total number of market gardens to 220. Within these 220 gardens, 199 are now being cultivated, and cover a total surface area of 49.75 hectares.

Principal results achieved during the last six months include:

- 896,400 tons of vegetables produced, valued at 147,904,000 FCFA,
- 2,373 people trained as members of management committees,
- Two market garden fairs organized,
- Two workshops for farmers organized, with a 376 total participants,
- In-the-garden training support to 8,026 farmers, among whom 85% are women,
- Construction and the deepening of 106 wells,
- Increase of the loan repayment rate to 82%, and
- Impact study of the market gardens program conducted by SERNES.

Water availability is still an issue for some gardens, in spite of efforts to deepen wells. For this reason, twenty gardens will be relocated and 105 wells which have always gone dry (and either haven't responded to deepening or can't be deepened further) will be dug, in an effort to ensure every opportunity for the long term sustainability of the gardens.

The many benefits of the new onion and potato varieties introduced during this past year, have sold themselves. Our current need to develop new markets is a result of the great success of these crops.

Finally, our efforts in recovering loans for these gardens have had the double benefit of both repaying the loan as well as raising awareness and skill levels in the economic management of the gardens. Efforts during this final year will concentrate on strengthening this capability.

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		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
1. Number of (new) gardens established	0	8	14	22	26	58	123	59	59	38	38	19 of 38 new gardens are not yet in production
Number of (old) gardens renovated	14[1]	12	12	0	0	0	0	0	0	0	0	
Total gardens (cumulative)	14	20	40	42	66		123	182	182	220	220	
2. Number of gardens cultivated (operational): New:	0	0	0	14	22 + 14	0	57	59	57	38	19	199: 19 new gardens and 2 old gardens are not in production
Old:	14	12	6	6	6	66	65	65	122	182	180	
	14											
Total cultivated (cumulative)		12	20	32	62	66	122	124	179	220	199	

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

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
3. Number of Garden management committee members trained by SC in either improved gardening or management techniques:	179	340	290 (179+111)	190	195	130	225	290	378	290	115	115 : 52 members of new gardens trained in gardening techniques and 63 trained on the production of yiriwa jaba
Women:	89	204	146	142	107	78	125	174	227	193	63	
Men:	90	136	144	48	88	52	102	116	151	97	52	
4. Number of active cultivators:	600	1,300	1,144 (600+544)	1,700	1,894	2,640	5,059	3,939	7,307	2,320	8,026	8,026 equals the cumulative number of active cultivators in the 199 cultivated gardens:
Women:		780	687	1,020	1,744	1,584	3,937	2,363	5,846	1,392	6,500	
Men:		520	457	680	150	1,056	1,122	1,576	1,461	928	1,526	

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
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	2,373	1,740	2,373	The members of the new garden comittees are not yet trained.
Women:	-	-		1,152	1,376	624	1,160	1,044	1,495	1,044	1,495	
Men:	-	-		768	917	416	290	696	878	696	878	
6. Total vegetable production (in tons)[2]	28	153	79	216	248.83	264	346.612	620	893.08	955.500	896.400	Results for 6 months
7. Average annual production/garden in tons (Note: Figures for 2000 are for the semester only	2	5.9	3.9	6.35	5.74	4	5.15	5	6.74	5.25	5	Results for 6 months

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

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
8. Value of total production in cfa (m = million)	10m	29.75m	15m	42m	44.69m	50.000	66.710	142.600	146.5 m	209.300	147.904	Results for 6 months)
9. Valueof vegetables sold in cfa (m = million)	1.2m	26.8m	10m	33.5m	33.56 m	38.70m	44.47m	95.06m	89.37 m	159.53m	77.54m	
10. Quantity of vegetables preserved (tons)	0	15	0	43	0	44	0.359	103.33	3.396	159.25	3.34	0.37% of the production
11. Value of vegetables preserved in cfa (m=million)	0	2.9 m	0	8.4 m	0	9.68m	0.38m	23.76m	0.64 m	34.88m	0.55m	
12. Number of garden wells dug/renovated	26	52	54	44	52	52	117	116	124	76	106	30 additional wells were dug

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
13. Quantity of vegetables sold (tons) (Not included in original project considerations)	-	-	49	144	132.54	176	231.07	413.33	544.77	637	469.94	52.4% of the production
14. Average value of vegetables produced/garden in cfa	714,000	-	750,000	875,000	840,600	875,000	991,830	1,150,000	1,125,618	1,150,000	821,690	
15. Average annual income per cultivator in cfa	16,000	-	14,000	24,700	13,625	21,875	22,535	24,010	28,140	24,010	20,130	Results for 6 months
16. Quantity of vegetables consumed by cultivators (tons)	-	-	30	-	116	44	115.1	103.33	290.294	159.25	423.115	= 41% of the production[3]

[3] This is a much larger proportion than expected because many gardeners ended up living off of their gardens during the season after the cotton strike.

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach (Jan-June 2002)	
17. Value of vegetables consumed in cfa (m=million)	-	-	5 m	-	18.23 m	0	21.85m	23.78m	46.88m	34.88	69.81	
18. Number of well digger/mason teams created	26	-	40	114	84	26	53	58	43	38	36	1 team was trained for 2 villages
19. Number of well diggers/masons trained	104	-	160	56	194	100	213	232	200	152	147	

NB: The gardens created in one year are cultivated the next year. Thus the gardens created in 2001 were harvested in 2002, the gardens created in 2002 will be harvested in 2003, etc.

III. Comments on Results Achieved

As usual, the program received many requests for new gardens. This year, we received 150 requests, though we only had the capacity to finance 38.

Following are some results achieved:

* The creation of 38 gardens, as forecast. Among these 38 gardens, 19 began being cultivated at the beginning of July, 2002. Their production will be noted in the *2002 Annual Report.* In the remaining 19, distribution of plots of land is occurring as we write.
* The production of 896,400 tons of vegetables is much more than the 676,000 tons noted at this time in 2001.
* The quantity of preserved/transformed produce grew from 3,234 tons in 2001 to 3,348 tons in 2002 during the same period. Produce continues to be sold or consumed for the most part—particularly during this past year when many cultivators needed to live from their gardens due to the cotton strike.
* Sennasigi is more in control of loan recovery which at this point is 83% as compared to 53% at the same time last year.

These results are due to the following facts:

- Because of the advice of the program staff, many farmers have started cultivating their gardens much earlier.
- The exchange of ideas between the market gardeners, Sennasigi, and technical services through the workshops and the fairs during 2001 has increased program effectiveness.
- One reason that tonnage has increased is that gardeners have placed an emphasis on the production of onions, potatoes, tomatoes, okra, cucumber, eggplant, etc., which generally weigh more than the types of produce cultivated in the past.
- Gardeners have placed an emphasis on produce that can be kept for a long time.
- Stalls for produce sale have been sponsored by Save the Children and Sennasigi.
- Market research by Save the Children and Sennasigi has helped increase sales.
- The strong involvement of Sennasigi in marshalling loan repayments has helped to increase repayment rates.

Nevertheless, while this is a great rise in both produce and revenue, we do note that:

- Many gardeners are still using a monoculture system, which lowers production.
- Even though onions and potatoes can be kept for a long time, they are still sold at a low price of 175 FCFA/kilo.
- The use of organic fertilizer on the land plots is still less than desired.

- The average number of beneficiaries per garden is around 55, surpassing the expected and more ideal number of 40, thus lowering the revenue per cultivator.

IV. Impact/Success Stories

The organization of garden fairs and two farmer workshops ("Kumabulo") in Kolondièba and in Bougouni helped the beneficiaries better understand their responsibilities with regards to garden management. Similarly, the heads of Sennasigi have completed four loan repayment collection tours. Villagers are now also aware of the roles which garden products play in good nutrition.

Among the impact evaluation results produced by SERNES in May 2002 were the following facts: 41% of the produce was consumed by the families that work in the gardens, while 57% was sold. The revenue from these sales is used to improve the well being of the families. The following is a list of other results from the SERNES study:

- 5% of revenue was used to support social needs (i.e., for a marriage, death, baptism),
- 4% of revenue was used to buy and make up for a lack of cereals and condiments,
- 4% of revenue was used to buy medicines,
- 3% of revenue was used for school fees for children, and
- 1% of revenue was used to buy seeds.

We have organized some information collected by Save the Children staff, complementary to the SERNES study, about the benefits of market garden activities into the following four categories: social impacts, health impacts, economic impacts and educational impacts. The following is a brief summary of each of these areas:

Social Impacts

Out of almost all the market gardeners interviewed, 96% declared that the market garden program has improved the sense of social cohesion in the village (SERNES, May 2002).

Respect for this program in village households has risen greatly. Women no longer sell cereal provisions for the family in order to buy condiments (SERNES, May 2002).

✓ In Neguela: market garden activity has created a climate of understanding and collaboration between the COs of the village. Now conscious of the importance of garden products in their nutrition, the directors of Village Associations have contributed 50,000 CFA to support the GVM in buying seeds, equipment, etc..

Health Impacts

Market garden products have not only made certain condiments more available, they have above all begun to change culinary attitudes and behaviors, leading to improved nutritional quality in food among 89% of those interviewed (SERNES, May 2002).

Additional health impacts collected by Save the Children staff include:

* *Neguela*: The GVM contributed 25,000 FCFA for the evacuation of a sick individual to the CSCom of Zaniéna.
* *Monoko:* The GVM president, Mr. Tiémoko Diakité, is sick and has been put on a diet of only vegetables. Most of his dietary needs are satisfied from the harvest from his gardens.
* *Bougoulafara:* Sina Coulibaly, gardener and mother, used 46,700 FCFA of the revenue from her garden to pay for the treatment of her son, who fell sick and had to be hospitalized in Ouélésébougou.

Economic Impacts

A large proportion of gardeners interviewed, 85%, testified that the market garden program has considerably diminished the rural exodus which is occurring in the region. It is the increased income, economic responsibility and the everyday maintenance activity required by the market garden land, which encourages people to stay on the land, as it only permits small journeys away from the land.

Testimonial information collected in the villages by Save the Children staff includes:

* *Kolosso:* Abdoulaye Diakité, secretary of the GVM, said that he saved 77,000 FCFA of the total 85,000 FCFA revenue from his garden to pay for a plow ox. "Without the garden, I wouldn't have been able to do it," he said.
* *Ouré (Keleya):* Danzeni Bagayoko, secretary of the GVM, also used 27,500 FCFA from the garden revenue to buy a plow ox.
* *Mozondougou-koni:* Katio Koné, member of the GVM, bought 15kg of néré seed at 2,500 FCFA with money from the garden.
* *Tora:* Gniné Bagayoko bought herbicide products for 3,500 FCFA to treat her rice field. (Even having a rice field is rare for women.)

Educational Impacts

With regards to education, 31% of market gardeners interviewed said that the revenue from the market garden program has at least partly been used for buying school supplies or for paying school fees.

V. Challenges and Lessons Learned

During this reporting period, we have learned many lessons as we confront program challenges:

⇒ The use of other gardeners as mentors during the training of new gardeners has been very beneficial.
⇒ The involvement of traditional diviners has permitted a better and less controversial choice of location for wells.
⇒ The strong involvement of the members of Sennasigi in the loan repayment collection made members more serious about their responsibilities.
⇒ Reinforcement of the partnership with APROFA to better process the produce from gardens (fruits and vegetables) improved overall results.

Challenges in the organization of production:

- Strengthening awareness raising efforts to begin the GVM campaign on 1 September.
- Organizing research on how to overcome the tomato blight.
- Emphasizing the use of natural insecticides during the cultivator trainings.
- Reducing the number of plant varieties cultivated per plot in order to reduce/control plant disease.
- Raising awareness among the beneficiaries about good water management techniques.
- Achieving an average production of 7 tons of produce per hectare.

Challenges in institutional planning:

- The organization of regular general assemblies and of meetings of the GVM, Sennasigi, and Jigiya.
- The institutionalization of farmer workshops ("Kumabulo").

Challenges in the loan management:

- Achieving a 90% repayment rate by the end of December 2002.
- Providing logistical support in meaningful ways to women in Sennasigi, particularly given that 85% of the market gardeners are women.

VI. Commercialization of Garden Products

⇒ According to the SERNES recent study, "The market garden produce has three main destinations: the families that produced it, the market where it is sold, and as gifts. 41% of the produce is consumed by the producers themselves, 57% is sold, and 2% is distributed as gifts in some form. The importance of selling these

products is apparent not only because of the financial needs of the producers, but also because of the need to pay back the garden loan."

As we have noted, more than half of the produce from the market gardens are sold. This occurs predominantly in the villages where the gardens exist or at local markets.

The absorptive capacity of these markets is, however, still low, as has been demonstrated by a fall in prices. This is due to:

⇒ The increase in the number of vegetables produced.
⇒ The growth in the number of gardens in the same area.
⇒ The capacity for sales outside of areas of production has not yet been developed.

These aspects have led to a greater accent in the program on research for more markets and new clients for the produce. This occurs through the organization of fairs, the training of Sennasigi staff about marketing, and partnership development with fruit and vegetable trade organizations.

VII. Partnership

Partnerships have been developed with:

- **SLACAER:** Organization of farmers' workshops
- **Jigiya:** Construction and repair of wells
- **Sennasigi:** Loan payment collection
- **APROFEM:** Organization and participation in the Bougouni fair
- **Inter Coopération** (Coopération Suisse): Initiation of radio broadcasts on sustainable management of natural resources in the Sikasso region
- **APROFA:** Develop a cooperative relationship between the activities of SC and APROFA
- **NGO partners in education:** Monitoring and management of community school gardens
- **KA O JIGINEW:** Management of well services in Koumantou

VIII. Other Activities

With Save the Children private resources we have created 8 new gardens for the production of onion seeds (bulbs). These new gardens are with the ECom gardens, in addition to the 42 already established.

IX. Future Plans: July-December 2002

The principal activities planned for the July-December 2002 semester are as follows:

- Monitoring the rainy season cultivation of 220 gardens.
- Training members of the management teams in rainy season production techniques.
- Training of agents in *positive deviance* (a methodolody which uses successful innovators as positive models for others).
- Continuing loan repayment collection.
- Transfer of 4 community garden sites.
- Yiriwa Jaba production training.
- Training/refresher training for the beneficiaries in market gardening techniques.
- Quarterly Community Organization meetings (Sennasigi, Jigiya).
- Research about potential clients for increased commercialization of market garden produce.
- CO officers/Board turnover (Sennasigi and Jigiya).
- Refresher training for the well diggers and masons.
- Visit from representatives of APROFA Ségou and IPR/SFRA
- Learning more about the tomato blight and how to best deal with it through exchanges with agricultural services and specialists.

DEMOCRATIC GOVERNANCE

Semi-Annual Report

For the period

1 January – 30 June 2002

A female candidate for the Legislative Elections talks with women about the best strategies to mobilize women to vote

Save the Children

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

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Annexes

A. Cases studies:

1. Case study of Torakoro
2. Case study of N'tentou

B. Work Plan July- December 2002

ACRONYMS

AF :	*Association Féminine*
APC :	*Association des Productions de Coton*
APE :	*Association des Parents d'Élèves*
ASACO :	*Association de Santé Communautaire*
AV :	*Association Villageoises*
CAP :	*Centre d'Animation Pédagogique*
CEPROCIDE :	*Centre de Promotion de la Citoyenneté pour le Développement Durable à la Base*
CGECOM :	*Comité de Gestion des Écoles Communautaires*
CMDT :	*Compagnie Malienne de Développement des Textiles*
CO :	*Community Organization*
CTD :	*Collectivités Territoriales Décentralisées*
DG :	*Democratic Governance*
IEC :	*Information- Éducation- Communication*
IR :	*Intermediate Results*
OC :	*Organisation communautaire*
OSI :	*Objectif Stratégiques Intermédiaires*
PAO :	*Plan d'Action Opérationnel*
PGR :	*Programme de Gestion Rurale*
PIT :	*Plan Individuel de Travail*
PRODEC :	*Programme Décennal de Développement de l'Éducation*
PRODESS :	*Programme Décennal de Développement Socio-Sanitaire*
SC:	*Save the Children*
SYCOV :	*Syndicat Coton et Vivriers*
USAID :	*United States Agency for International Development*
VA:	*Village Association*

I. Introduction

USAID Strategic Objective 3:
Community Organizations in Target Communes are Effective Partners in Democratic Governance including Development Decision-making and Planning

Having worked with 347 community organizations in 12 communes in Kolondièba for more than three years and, since January 2001, with 387 community organizations in 19 communes in the Bougouni district, these past six months have focused on the following:

- reinforcing the achievements of these 734 COs;
- addressing ongoing weaknesses as noted through the annual data collection in December 2001;
- reinforcing the « relais » strategy by involving them in CO trainings and follow up support activities;
- expanding activities to create a better understanding of the program's objectives by other partners who are involved in the promotion of durable local development; and
- citizen awareness raising—in particular for women—about the 2002 Presidential and legislative elections.

The intensity of this period's activities, joint efforts with other stakeholders, and the lessons learned from the pilot civic centers will enable us to maximally use the next six months to fine tune our strategy so as to improve the performance of our partner COs.

Given that our data collection is carried out once a year in December, this report will focus on qualitative results, provided separately for Kolondièba and Bougouni. With the *Annual Report* for 2002, we will merge all data for both intervention zones.

II. Accomplishments to Date

The 734 COs successively brought into the program since 1998 have benefited during these past six months from initial trainings or refresher trainings as well as from the ongoing support of 151 « relais ». The particular context of elections during this past year was used as an opportunity to work with our community partners on electoral systems. In addition, responsibility for literacy refresher training was taken on by CO members (mainly women) after they went through a ToT for literacy trainers. Federations of COs benefited from an orientation on their roles and responsibilities in helping COs to consolidate their achievements as well as in supporting them in taking civic actions. Activities were carried out promoting shared

participation in local governance by influencers of opinion, locally elected officials and state representatives, and traditional leaders.

Section I: Kolondièba

Categories and Types of COs Targeted in 1999

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

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

Categories and Types of COs Targeted in 2000

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

Section II: Bougouni

Categories and Types of COs Targeted in 2001

Commune	APC	APE	ASACO	AV	CGECOM	GVM	Soro Yiriwaso	AF	AM	Coop Multi Fonct.	Embouche	Total
BLADIE TIEMALA	4	1		5		1						11
BOUGOUNI			2		1	1		19		1		24
DEFINA	2	2		9		1						14
DOGO			3	14		1		6	1		1	26
FARADJELEN		1		5		3						9
FARAGOUARAN	1	1	1	6								9
GARALO	3	1	1	35		10	9	1	1			61
KELEYA		1	1	15				6				23
KOKELE				9		2						11
KOLA				6		4						10
KOUROULAMINI		1		5				4				10
MERIDIELA		2		15	1							18
OUROUMPANA	1	2	1	14		4						22
OUROUN		1	1	7								9
SIDO	4	1	1	19		7		1				33
SIENTOULA		1		12								13
TIEMALA BANIMONOTIE			1	20		11		1				33
TORA	4	1	1	8				1				15
ZANTIEBOUGOU	2			20		4		1				27
TOTAL	***21***	***16***	***13***	***224***	***2***	***49***	***9***	***40***	***2***	***1***	***1***	***378***

In addition to 378 COs, the program works with nine (9) federations including the primary APE of Bougouni, CAFO, the *Coopérative Multifonctionnelle des Femmes de Bougouni*, Faso Jigi (Bougouni et Garalo), FELASCOM, Jigiya, and Sennasigi.

Results: Cooperative Agreement Program Indicators

Indicators	2001 Results	Expected Results 2002	Planned Activities January-June 2002	Results Achieved
% of COs which are democratically governed	55.28%	60%	Refresher training on DG-intermediary strategic objectives for 734 COs and 3670 participants	117 training centers opened in the 31 target communes. 734 COs and federations attend the trainings. 2055 CO members' capacities were strengthened on DG intermediary strategic objectives (55.99%). 784 women were present in these centers (38.15%).
% of COs with sound management practices	37.27%	50%		
% of COs having one woman in a position of responsibility	42.06%	70%		
% of COs pursuing civic action	27.95%	35%		
% of COs pursuing systematic civic action	14.60%	30%		
% of COs mobilizing non-member, non-USAID resources	61.80%	75%		
Number of federations and intermediary NGOs working together systematically to resolve serious environmental constraints.	5	9	Data for this indicator will be gathered for the Annual Report.	
% of COs that know their rights and responsibilities in relation to local government	93.79%	85%	Data for this indicator will be gathered for the Annual Report	

Staff Training

During this period, field agents were trained in:

- Monitoring and evaluation of micro-projects,
- The policies and laws of decentralisation, and
- Election mechanisms and practices.

These trainings were intended to strengthen staff capacity to enable the evolution of autonomous COs and to prepare citizens for full involvement in the electoral process.

Other Activities

In addition to the activities directly linked to the strategic objective's intermediate results, this first half of 2002 resulted in the following important activities:

- Support to « relais » for the development of a workbook through the organization of reflection workshops in Diekabougou, Fakola, and Kolondièba.
- The development of pedagogical tools to help support the « relais » in their refresher training work with COs.
- Furnishing civic action centers with learning materials to ensure easy availability of information to communities.
- The organization of theatrical tours for awareness raising around themes of citizenship.
- Increasing the use of theatrical tours in all 31 communes to raise awareness and provoke behavior change around "sound management" and women's leadership in COs.
- Regular radio broadcasts on themes related to DG indicators and on the roles of the different communal players in seeking out and management of development opportunities.
- The organization of intensive ToT for literacy trainings for 303 future literacy trainers, including 64 women.
- Organization of refresher literacy training for CO members with a goal of increasing the pool of CO members capable of replacing current CO managers, thus supporting the principle of turnover of organization officers.
- Training of literacy trainers in adult learning. As most of the literacy trainers are women, this is also a strategy to build competencies and confidence of women and to promote their assuming leadership roles in mixed COs. The trainers become a resource as well for other women literacy teachers and are available to help reinforce their abilities.
- Refresher training for literacy « relais ».

- Organization of workshops promoting exchange between the locally elected officials and village authorities about matters of common interest related to the commune's development. The workshops given by field agents were a good opportunity for communities and local government representatives to share experiences and pool knowledge. They also helped the participants establish a dialogue where previous relationships had been characterized by suspicion and distrust.
- A gathering organized by OMAES for the CO federations to encourage the development of proposals for OMAES funding.
- The organization of a workshop to put CO federations into contact with local micro-finance representatives. This helps develop opportunities for diversifying financing sources for their activities and, as a result, better responds to the needs expressed by local COs. Dependent for a long time on the revenue from cotton production, the 734 COs and federations in the intervention zone have begun to explore other means of income-generation.
- The organization of an introductory workshop for CO federations about management and accounting, with the main objective being to strengthen federation managers' financial management ability.
- The organization of an exchange day with women leaders and political candidates in the districts of Bougouni and Kolondièba about the goals of legislative elections and strategies which help women win elections. This exchange day permitted the mobilization of a maximum number of women around female candidates on the one hand, and to give a voice to the female candidates themselves on the other, allowing them to share their visions for development and politics.

Promoting Women as Leaders

- Intensive introductory workshop on the electoral system. This workshop provided an opportunity for the citizens of 31 targeted districts, traditional leaders in particular, to better understand the workings of the electoral system

and, as a result, to have a stronger inclination to respond to and integrate themselves into the political system. In particular, these are communities which have been systematically marginalized from political decision-making and which have generally been victims of the demagogy and hyperbole of politicians during election times. The workshop helped them prepare themselves for this, and helped them to better assert their own needs in response.

III. Impact of Activities

Nangalasso Commune

- The CGEComs of Dialakoro, Koni, Donkérila, and the ASACO of Nangalasso collected more than 90% of their annual dues for 2001 and have already begun to collect for 2002.

- The CGECom of Dialakoro developed and presented its activity and financial plan to its assembly. The plans were approved.

- The ASACO committee of Nangalasso, after noting on the one hand that the CSCom was not well kept, the regular absence of the CSCom manager, and the non-vaccination of children in the area while on the other hand that the CSCom was collecting its membership fees, organized a meeting with the mayor, ICPM, and the manager and successfully resolved these problems.

- The same committee planned the construction of the ICPM's lodging. The ASACO, the community (for local materials) and the mayor (financing for construction) were involved.

- Awareness of laws and rights and their application by citizens: The mayor of Nangalasso was delighted with the process of voluntary tax payments and the efforts made to procure civil papers such as birth certificates. The village of Koni is a special example of success because, not long ago, it was expressing its dissatisfaction with belonging to Nangalasso district and it is now one of the first villages to pay its taxes directly to the mayor.

- After participating in different DG trainings, the Koni VA fought to have the CMDT upgrade to first class cotton which the CMDT had classified in second and third class.

- The Civic Action Center of Nangalasso, rented out for 5,000 FCFA by the commune, is managed by a three-person committee composed of a DG

"relais", a member of the communal council, and a woman chosen by the community to facilitate women's access to the center.

- In addition to the ASACO, women occupy key posts within other Nangalasso community organizations.

- The community school management committees and the APE merged into one communal APE to improve dialogue about school issues with communal authorities. Examples of the fruits of their efforts were the recruitment of three teachers by the commune, the successful organization of end of year exams, and the joint purchase and distribution of school supplies between public and community schools.

Tiongui Commune

- The existence of management tools at all levels of the COs.

- The management committees for community schools in the following villages collected 100% of their dues for 2002: Niala, Ziasso, N'Goufien, Sokourani, and the GVMs of Sokourani and N'Goufien.

- The CGECom of Tiampan and the GCM of N'Goufien have finished paying dues for 2002. The CGECom of Niala, Sokourani and the GVM of Sokourani have begun collecting for this year.

- After noting the bad behavior of the secretary, the GVM of Sokourani replaced him with a woman.

- The women of this CO have begun organizing the digging of Save-sponsored wells.

- The CGECom of the village of Maribougou in the district of Nangalasso has put aside 40,000 CFA for the transport of classroom materials.

Kébila Commune

- The mothers' VA of Diaka has been completely recreated. Members who are re-entering the VA have begun to take legal action against those who have left after their bad management. The legal action is still in process.

- The VA of Bohi has planned the construction of two drilled wells. The ECom has planned the construction of a new classroom. Building has begun. The VA is also planning the renovation of the maternity.

Tièmala-Banimonotié Commune

- A review of accounts was done in the COs to ascertain the credibility of certain secretaries in the VA and the GA. The Bogo VA, where the secretary played a key role in encouraging the other members of the association to keep a written record of their expenses, was acknowledged and encouraged for his work in the development of a transparent management system in a public organization.

- Following various DG trainings, the COs became aware of the need for the sound management of the resources which they distribute for revenue-generating activities. For example, as part of their three-year planning process, the VA of Yadjibougou have set aside an area for a community cotton field, with a 2 hectare location that changes each year. As a program expense, the VA plans to buy a Yamaha dame to transport workers to the field.

Madina Kouroulamini Commune

- In the Madina Kouroulamini commune, the VA has changed its leadership to put to end the bad management which was an integral part of the old leadership structure. This change has seen the departures of certain prominent members such as the President, the Treasurer, and the Secretary. These three people were consistently opposed to changing the leadership, and this has hopefully set an example to other COs with regards to the establishment of a transparent management system and the responsibility for clear reporting of activities.

IV. Lessons Learned

⇒ All activities to reinforce capacity in rural areas are based on negotiation with local opinion leaders whose influence over the direction of community activities remains very strong. It's better to have them with you than against you!

⇒ The allocation of a per diem to the participants during the activities is counterproductive, as it can affect the cohesion of the targeted group: the opportunity to gain substantial financial resources then becomes the principal motivation for each member of the group.

⇒ Decentralizing training activities has not only enhanced the level of participation, but has also reduced the cost of the activity and has greatly facilitated the participation of women.

⇒ The linking of theory to practice is proof of a rapid and permanent acceptance by beneficiaries. The firm rooting of experiential knowledge in the DG program would not have happened if the communities did not have the opportunity to apply their acquired knowledge to activities which responded to their concrete needs.

⇒ The effectiveness of interventions in rural areas is partly linked to the installation of a dynamic communication network between the partners in the field. This has resulted in a smoother process in the implementation of the different program activities and a reduction of intervention costs.

V. Partnerships

The intervention environment of the program is characterized by the presence of a diverse range of agents in the field. From community agents to financial and technical support structures, each brings rich experience, which is valued and respected. A relevant Bambara saying goes, *"Kulun kono mogo bèè hamin ye ko kelen de yè: Allah ka batiguè konuman"*. ("All the passengers on the pirogue have the same wishes: reach the other side safe and sound.")

Save the Children has been committed since the beginning of the Democratic Governance program to the establishment of synergy among the intervening agents in the same area. This is because a true participatory democracy cannot be done without the participation of all players. Save the Children has developed its governance program based on the principles not only of maximizing partnerships from all areas of civil society, but also and above all with elected community and state representatives. These partnerships have been strengthened through the organization of forums and opportunities for exchange between all stakeholders in the same intervention zone.

- **Some advantages of partnerships between institutions working in the same area**

The establishment of good partnering relationships offers the following advantages:

⇒ Redundancy, duplication and contradictions are minimized at all levels;

⇒ Programs are more easily understood by the communities;

⇒ Acceptance of a program by the communities is facilitated;

⇒ Confidence is stronger between the intervening agents and between the agents and beneficiaries;

⇒ Communities are positively involved in the activities;

⇒ Solidarity and understanding are established among the intervening agents;

⇒ Better identification of respective responsibilities by partners and beneficiaries in the context of development activities; and

⇒ Execution costs of activities are reduced.

- **Some partnership achievements in the DG program**

Partnership with different intervening agents in the districts of Bougouni and Kolondièba has permitted the following:

⇒ Increased familiarity with the program and its objectives among the communities and the different intervening agents;

⇒ Ongoing discussion of the principles of Democratic Governance in the 13 communes of the districts of Kolondièba and Bougouni;

⇒ The public administration and decentralized state services are increasingly sympathetic to our actions and participate in many of our activities;

⇒ Mayors are involved in the organization of DG activities in their communes;

⇒ The relationships between elected community representatives and their electorate are much improved;

⇒ The previous suspicion of the DG program has very much diminished. DG is no longer viewed as a subversive program; and

⇒ Joint planning, document exchanges and training co-facilitations occur more and more frequently between DG and its partners, such as PGR, which develops *"sound management"* manuals for work with VAs and with PAD/Helvetas on the training of newly elected officials and forums promoting women's leadership.

VI. Plans for Next Semester

Benefiting from the lessons learned, the following are additional activities that we plan to incorporate in our work plan for the coming semester:

- More intense coaching about DG concepts through evening meetings in villages;
- Refresher training for the following objectives:
  - *Sound management*: Development of a strategic action plan and an action plan with a budget using management tools; Reporting (activities and financial).
  - *Mobilization of resources*: implementing micro-projects; partnership negotiation for the management of micro-projects.
  - *Civic Action and Advocacy*: General information sharing on civic rights and responsibilities, analysis of the social, political and administrative environment; "How to do" advocacy.
  - *Women's leadership*: Women and leadership in mixed gender COs: opportunities and advantages; development of more radio spots featuring the testimony of partner COs.
- Data collection for the 2002 annual report.

ANNEXES

Annex A: Case Studies

1. Case study of Torakoro
2. Case study of N'tentou

Annex B: Work Plan July – December 2002

Annex A:

Case Study #1 *Torakoro*

Efficient, sound management: Need for transparency

In the capacity reinforcement framework of civil society the *DG* program has encountered many constraints/difficulties in Bougouni, its new zone. Among this procession of difficulties, the ongoing broken ties between the VA and the CMDT figured strongly. This can be understood as, before the arrival of the *DG* program, there was no existing structure to help these COs improve their governance.

In the context of supporting these COs, the program gave trainings on good governance. The lessons learned through these trainings by the three VAs of Torakoro helped them to finally stop problematic CMDT behavior of frequently sending phytosanitary product bottles empty or only partially full. On the 9th of August 2001, these three VAs returned 78 bottles of cotton insecticide empty or only partially full to the CMDT.

Problem:

Before the trainings, the secretaries hadn't had any training in sound management practices, and were accustomed to recording without verification what the ZAER chief told them to. After the DG trainings, they now have begun to verify everything recorded according to good governance principles.

Strategy:

In collaboration with the ZAER chief, the cartons containing the bottles of insecticide were each opened upon arrival to verify the state of the bottles before the secretaries recorded them. The empty or only partially full bottles were sent back to be replaced by full bottles.

This practice was applied to all the other products sent by the CMDT.

Partners:

From now on, changing the mentality of CO members is rooted in the behaviors of the leaders of the COs.

Nevertheless, the representatives of the CMDT partner (ZAER chief) didn't much appreciate these practices. However, the ZAER chiefs are effectively constrained to silence because of the peaceful protest of "verifying secretaries". This practice has reached other ZAERs.

Results:

The results of these verifications have brought a profound change in the relationships between the CMDT and the VAs. It has permitted the farmers of Torakoro to avoid running into debt to the tune of 277,350 FCFA. This has been the object of a meeting between each of the three VAs of Torakoro. Recognized by the partner COs, this change is a direct, irreversible impact of the program.

Another result, which is just as important, has been the establishment of a recovery voucher between SIPAMA and the three VAs of Torakoro. This voucher concerns the excess of herbicide products. This has necessitated the return of products valued at 600,000 FCFA. The CMDT was informed and asked for the modification of a previously established contract between the BNDA and the three VAs. The BNDA has agreed to take into account the sum of 600,000 FCFA at the time of the VA debt reimbursement.

Case Study #2 *N'tentou*

Inter-village conflict management linked to the existence of two markets in the village of N'Tentou/Kouroulamini Commune.

N'tentou, the main village of the Kouroulamini Commune, is located 32 km from the Bougouni cercle. Following the example of other villages, there are both modern and traditional community organizations in N'tentou. In December 2000, these COs were the subject of a baseline study for this program in the Bougouni district, managed by Save/CEPROCIDE. From this study, a certain number of well-noted weaknesses in the functioning of these COs arose. This is why three (AV, AF, APE) have benefited from the support of our program since January 2001.

To do this, AGs were organized to introduce and explain the program with the targeted COs. These AGs permitted the agent responsible for the commune to ascertain significant contradictions between the village agents. Within these, the contradictions related to the market were the most problematic. This translated into a village division into two economic poles (East and West), each one with its own market. Little by little the program activities were affected by the existence of these two markets so that each Monday market day, these two markets remained separate (at the East and the West).

This phenomenon was much more perceptible in the activities of the N'tentou Women's Association as the dues were also collected on this East-West basis, and activities took place according to it. Program activities were threatened and the conflict management seemed necessary to pacify the village around the principal development objectives and to permit true community mobilization.

The problem:

Before these events occurred, the inhabitants of N'tentou frequented the same market, situated next to the school. At some point, they were asked to look for a new market site because of the advice from a person from the neighboring village of Magnambala as, according to him, the market was on a haunted site and its development would be very difficult.

Perturbed by this suggestion, the traditional chief of the village dispatched two emissaries to the region of Ségou to consult a Marabou, who gave the same advice. The traditional chief then organized a general assembly of the villagers to discuss the problem, finally deciding to change the market site. It was from this GA that divisive feelings began to take hold. Certain elders opposed to the proposition made by the traditional chief expressed their outrage at this decree. A total disagreement occurred, and those involved separated and stayed in their

positions. Because of this, two markets evolved for the market day at N'tentou. The women's associations of N'tentou which, having been well organized and prosperous before this misunderstanding between the men, were each forced into this disagreement. Nonetheless, the AF of N'tentou generated more than 400,000 FCFA per year before the resolution of the conflict. The problem grew larger day by day and affected activities in different COs in the village.

Little by little, the idea of separating the East and West sections of the village began to become firm in the minds of the villagers. When the DG program arrived, two lists were created by the AF: one for the East and another for the West. This was considered scandalous and was used to demonstrate the paralysis of the COs who were in charge of village development and the need to resolve this conflict.

The DG program, through its zone training agent, proposed to mediate the conflict, as village development was not possible without peace and good will between all the actors.

Developed Strategies/Involved Partners:

To begin with, men, women and youth were selected in the village as information sources. Through interviews the goal of listening to, seeing and understanding all the contours of the problem was undertaken.

Other studies have noted the presence of certain key resource individuals in other villages in the commune. Also, three municipal counselors were consulted in the same proceedings. All these interviews were carried out with the greatest caution so that the persons consulted gave their honest opinion and did not feel threatened.

The second stage consisted of reuniting the women into one sole group behind one sole objective: one sole market in N'tentou.

In order to do this, a general assembly was called with all the women of N'tentou about the question of unifying the two markets. In this meeting, a delegation composed of the group of elders responsible for the large families: Sumbala, Sirala, Djinesirala... (about twenty) was composed and then sent to explain the position of the women to the village counsel.

A meeting was arranged between the women's delegation and the village counsel. Among proposed new sites, the proposed site of the West market didn't reach consensus. So, another meeting was organized between the elders and the agent, during which it was proposed that they should choose a new, neutral site for the market that satisfied all of the participants.

Pledging women's communal strength from a strong determination, a meeting was organized between the village counsel and the Save/CEPROCIDE agent around the question of choosing a neutral site for the market. The process was long and difficult, but finally a unanimous consensus was reached between all the communities. The traditional village chief then proposed a new site that was neither in the East nor in the West. The date chosen for the opening of the new market was Monday, 1 July 2002.

For this last stage, the respect and value of local institutional structures and sacred virtues of the village were given great weight by the mediator. All the contacts were developed in total neutrality by the mediator.

Results/Solutions:

"All's well that end's well", goes the saying. The communities of N'tentou have begun to turn a dark page in their history and to definitively put behind them the different markets which paralyzed all the activities of the village. This is a result of their determination and their sense of responsibility, which through the DG program has given them a sense of importance and has made them realize that their objectives are today the only appropriate keys for opening the door of sustainable local development.

An eloquent testimony, the official opening ceremonies of the market, took place on Monday, 1 July 2002, in front of the communal authorities, including the mayor, the village authorities, the village population, and the agents of DG Save/CEPROCIDE, as well as neighboring villages.

Finally, the village has decided to create a committee to monitor the progress of the market so that the village of N'tentou will continue to live in peace and prosperity.

Annex B

Democratic Governance Work Plan : July – December 2002

Kolondièba

N°	Activities	When	Length	Target Population/Participants	Expected Results
	Refresher Training for the Following Objectives:				
A	Sound Management				
1	Development of a strategic plan, action plan, and action plan with a budget	Nov 02	3 days	1,735 CO members and federations from 12 targeted communes	Leaders of 347 COs have capacity in the development/use of management tools
2	Using management tools; Reporting (activities and financial)	Nov 02	3 days	1,735 CO members and federations from 12 targeted communes	
B	Mobilization of resources				
1	Implementing micro-projects; partnership negotiation for the management of micro-projects	Nov 02	5 days	1,735 CO members and federations from 12 targeted communes	1,735 leaders from 347 COs and federations, have stronger capacity in the development and implementation of micro-projects.
C	Civic Action and Advocacy				
1	General information sharing on civic rights and responsibilities; analysis of the social, political, and administrative environment	Dec 02	3 days	1,735 CO members and federations from 12 targeted communes	734 COs and federations from 31 targeted communes actively engaged in policy reform benefiting citizens
2	« How to do » advocacy	Dec 02	3 days	1,735 CO members and federations from 12 targeted communes	
D	Women's Leadership				
1	Women and leadership in mixed gender COs: opportunities and advantages	Dec 02	3 days	1,735 CO members and federations from 12 targeted communes	A critical mass of CO member and non-member women aspire and are able to attain decision making positions in mixed gender COs

Bougouni

N°	Activities	When	Length	Target Population/Participants	Expected Results
	Intensive training for the following objectives:				
A	**Sound Management**				
1	Development of a strategic plan, action plan, and action plan with a budget	Nov 02	5 days	1,935 members and federations from 19 targeted communes	Leaders of 387 COs have capacity in the development/use of management tools
2	Using management tools; Reporting (activities and financial)	Nov 02	5 days	1,935 members and federations from 19 targeted communes	
B	**Mobilization of resources**				
1	Implementing micro-projects; partnership negotiation for the management of micro-projects	Nov 02	5 days	1,935 members and federations from 19 targeted communes	1,935 leaders from 387 COs and federations, have stronger capacity in the development and implementation of micro-projects
C	**Civic Action and Advocacy**				
1	General information sharing on civic rights and responsibilities; analysis of the social, political, and administrative environment	Dec 02	3 days	1,935 members and federations from 19 targeted communes	734 COs and federations from 31 targeted communes actively engaged in policy reform benefiting citizens
2	« How to do » advocacy	Dec 02	5 days	1,935 members and federations from 19 targeted communes	
D	**Women's Leadership**				
1	Women and leadership in mixed gender COs: opportunities and advantages	Dec 02	3 days	1,935 members and federations from 19 targeted communes	
E	**Refresher training for Federations**				
1	Major sectoral development opportunities: Opportunities, constraints, inadequacies. Main theme: Supporting grassroots COs conducting civic actions	Nov 02	10 days	2,397 persons (CO and federation members, facilitators, resource persons)	734 COs and federations informed about the opportunities, constraints and inadequacies of sectoral development programs

Information-Education-Communication :

N°	Activities	When	Length	Target Population	Expected Results
A	**Information-Education-Communication**				
1	Radio Broadcasts	July - Dec 02	24 weeks	734 CO and federation members and the communities of both Kolondièba and Bougouni districts	Knowledge acquired by the communities is effectively reinforced.
B	**Documentation, Furnishings/Supplies**				
1	Logistical aspects of training/workshops	Oct 02	1 month	DG Program	Facilitators equipped with training materials and tools
2	Furnishing/equipping civic action centers	Oct 02	1 month	Civic Action Centers	Civic Action Centers sufficiently equipped to enable their well functioning
3	Design of « relais » agenda	Oct 02	1 month	961 program «relais »	A framework to assist « relais » in their community-based efforts
4	Workshop to compile and distribute documents developed by the program	Oct 02	10 days	Program agents and other partners	Program learning synthesized into documents which are widely shared.
C	**Personnel Training**				
1	Training in participatory research	Sept 02	7 days	Program agents	Strengthened capacity of agents to support communities.
2	Data gathering for 2002 annual report	Nov 02	1 month	COs Kolondièba and Bougouni	This data gathering is a means of monitoring CO accomplishments during the year.