

# **ANNUAL REPORT**

**1 January – 31 December 2002**

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

**Education**

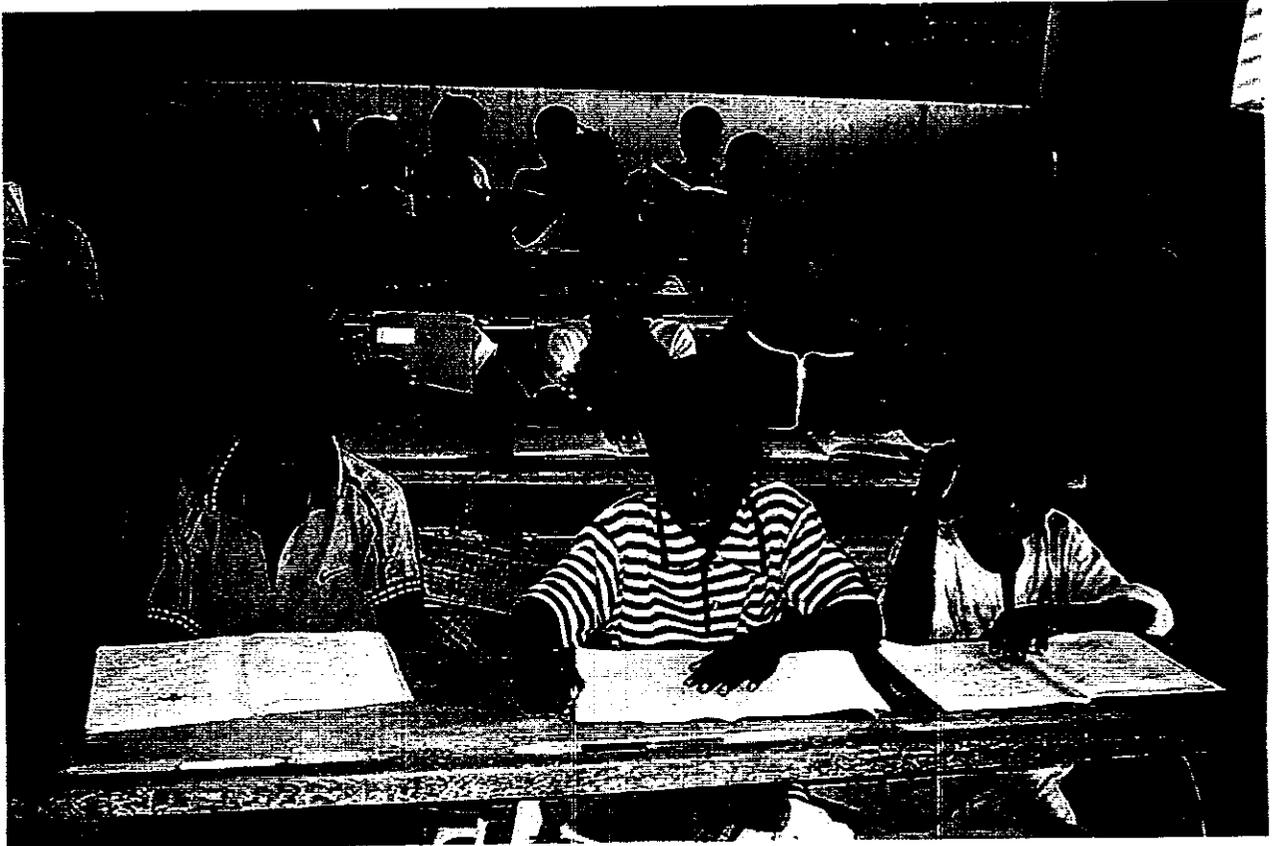
**Groupe Pivot/Santé Population**

**Sikasso Health**

**Microfinance**

**Commercial Gardening/Wells**

**Democratic Governance**



**Save the Children.**



# Save the Children USA

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31 January 2003

Mr. Mervyn Farroe  
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Dear Mervyn,

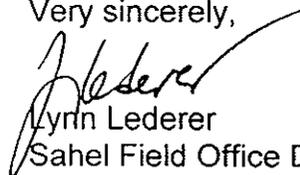
With this letter, I am pleased to submit 12 copies of our *2002 Annual Report* for the projects included in the umbrella grant:

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

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

We look forward to your reactions and will be pleased to respond to any questions you might have.

Very sincerely,



Lynn Lederer  
Sahel Field Office Director

cc: Jo Lesser (3 copies)  
Ann Hirschey (3 copies)  
Dennis McCarthy (3 copies)  
Anna Diallo (2 copies)  
Mervyn Farroe (1 copy)

## **Executive Summary**

Our efforts this past year have focused on the synthesis of lessons learned to strengthen programs as well as to ensure a structural base for sustainability. We have also worked hard to take some of those lessons learned to the national level to impact policy. As we approach the end of this cooperative agreement, we are amazed at how much has been accomplished as well as by how much we've learned and adapted along the way. Though we may have facilitated these results, we also humbly recognize that our role is just that—facilitation. Our accomplishments are a reflection of the energy, commitment, and skills of all of the partners in these efforts: USAID, Save the Children, Malian NGO partners, Malian officials, other PVOs and, most of all, the people of the communities in which we work.

**Reflecting back on the life of this cooperative agreement, we are struck by the synergy encouraged by the consolidated nature of this cooperative agreement.** An example which comes to mind immediately is our work with women's associations promoting the sale of treated bed nets to combat malaria. The *Health* team trained women to treat the nets, the *DG* team provided literacy training and ideas of how to better run a community organization, and our *Microfinance* partner, *Soro Yiriwaso*, worked to improve the associations' capacity in business management.

It is clear that the community organizations, whether market gardening groups, community school management committees, or village health committees, have greatly benefited from support of the *Democratic Governance* team as well as from the opportunities provided through SEG support to *Soro Yiriwaso* and the *Commercial Gardening* activities. Mothers with loans and income generating activities can better afford to let their children, particularly girls, go to school. Opportunities for economic improvement enable activities for the community well-being to flourish.

Always seeking innovations and new approaches, the *Democratic Governance* team introduced the concept of « relais ». These village volunteers have a wonderful combination of credibility and availability. They are able to provide both training and ongoing support to community organizations in their villages. In addition, « relais » have been trained as literacy teachers, enabling many more people, particularly women, to learn to read, write, and calculate.

While collaboration can be encouraged from the outside, the fact that people from our different sectors work side by side has institutionalised common planning and stronger problem-solving.

**Reflecting back on the life of this cooperative agreement, we are proud, too, of the sheer scope of activity, particularly given that so many aspects of the work involved one on one contacts in remote communities.** 804 community schools were built which meant that 804 school management committees were mobilized, nearly 50,000 school books procured and 1,332 teachers were trained in learner-

centered methodology. The *Democratic Governance* team works with 734 community organizations. *Groupe Pivot/Santé Population* touched close to a million people in nearly 600 communities. The *Commercial Gardening* activity created 220 gardens (each with two dug wells), which now produce 1,204 tons of vegetables. *Soro Yiriwaso* has a total of 9,707 active loans with a growth rate of about 25%/year. So much of this achievement is based on one-on-one communication and regular visits to hard to reach places over sometimes non-existent roads and reflects the extraordinary commitment of staff and partners

In December of this year, Save the Children, through other sources of funding supported a study of the keys to *Groupe Pivot's* phenomenal success in contraceptive use. We found that the success is largely due to individual follow up by community based distribution agents—to see if a woman was using her pills properly, (and to accept in-kind payment), to remind her to come for a Depo shot, etc. And through *Groupe Pivot's* supervisory visits, CSCOM staff slowly changed their approach to a more client-oriented one so that people are encouraged to make the effort to come in for pre and post-natal visits, and other essential services. This has made GP/SP supported CSCOMs stand out as positive examples in Mali.

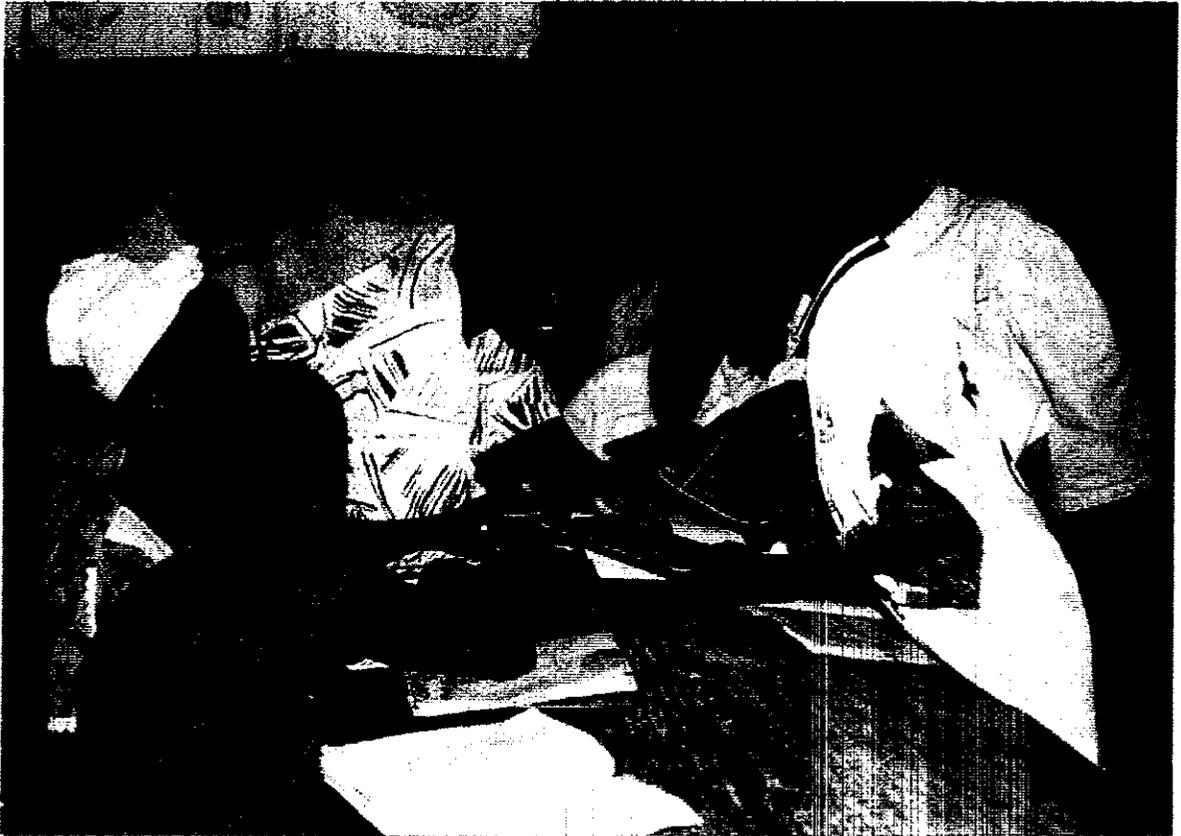
We reflect back on the intent of this cooperative agreement when it was conceived and accorded – to provide access to education, health, and economic opportunity to marginalized populations in the third region....and to empower them to express their voices in matters affecting their lives. Though we are sometimes frustrated by the pace of accomplishment and feel we should be doing more, the data presented in this report are indeed impressive achievements. We feel privileged to be a participant in the activities described in this report and are inspired by the results.

# **COMMUNITY SCHOOLS**

***Annual Report***

***For the period***

***January 1 – December 31, 2002***



***Save the Children/USA***

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

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**List of Acronyms**

**Community Schools Program**

AE	Académie d'Enseignement
CAP	Centre d'Animation Pédagogique (Inspectorate)
CEP	Certificat d'Etudes Primaire (6 <sup>th</sup> grade leaving exam)
CNE	Centre National d'Education
DG	Democratic Governance Program
Ecom	Community School
MBE	Ministry of Basic Education
MOH	Ministry of Health
SC	Save the Children
SMC	School Management Committee
SAGE	Strategies for Advancing Girls' Education

## I. Introduction

### ***Save the Children and Partners' Vision***

*A school that is integrated into the national system, is sustainable and 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 offering equal opportunity for boys and girls in a supportive environment*

Guided by this vision, we have developed strategies which focus on:

- Advancing girls' education;
- Enhancing the quality of education in the community schools;
- Strengthening partner NGO capacity;
- Improving partnerships with the MOE, AEs, CAPs and Communes; and
- Strengthening the capacity of School Management Committees (SMCs).

The implementation of these strategies resulted in encouraging results, among which we would like to highlight the following:

- Community school students are graduating with flying colors; in 2001 as well as in 2002, the Sikasso region top student at the CEP came from a community school;
- CEP pass rate climbed from 31% to 51% (including an 89% pass rate for the PC version, piloted in 16 schools in 2002);
- All recommendations from the mid-term evaluation were implemented;
- We participated in international Education conferences including the global Save the Children (SC) annual education meeting in Cairo and the Basic Education Exchange (BEE) in Addis Ababa;
- Access increased through the construction of 128 additional classrooms;
- The community second cycle in Bohi extended with two additional grade 7 classes;
- We launched the piloting of 16 school clusters;
- The drop out rate fell from 3.4% in 2001 to 2.4% in 2002;
- Inspired by the SC community school model, at least 92 communities established schools on their own without any external financial support; and
- 84% of SMCs are now members of federations.

In spite of these encouraging results, the following are ongoing challenges which will be of special focus during the remaining months of this *cooperative agreement*;

- **Adapting to the realities of decentralization:** In the phase-out of the program, communities are expected to take over the management of their community school, with the support of the CAPs and the communal councils. Given the ongoing economic struggles of Sikasso with its economy largely based on cotton, communities' capacities to assume this role are uncertain. In a similar vein, until CAPs and communal councils have access to greater resources, their ability to properly support community schools will be limited.
- **Continuing progress towards improving girl's education:** This project (as well as those of USAID's other PVO partners) has contributed to a transformation of attitude about the importance of girls' education. The program has been successful in this regard. However, the program's success has brought new challenges. While increasing numbers of girls are passing the CEP, there are not always second cycle institutions near enough to home to go to. With many parents reluctant to send their girls away to school, these girls' education ends at 6<sup>th</sup> grade. Not only is this disappointing for the girls in question, but parents of younger children have started to wonder about the utility of primary education overall, if there are no ongoing opportunities.
- **Continuing to increase access, and improve quality through strengthened partnerships with CAPs and AEs:** We applaud the willingness of many DCAPs and DAEs to embrace the community school model, recognizing how much perspective has changed between the start of this cooperative agreement and now. However, it should also be noted that significant differences exist between the various stakeholders with regards to community school priorities. For some it may be establishing second cycle schools nearer to home, while for others the priority is to build additional classrooms in existing second cycle schools in order to ease overcrowding. For the community, a school "en dur" is often desired as a symbol of recognition of their school; for the CAP and the AE a cement block school is a priority because it is felt to be a pre-requisite for quality education. Thus, some priorities could be shared but for different reasons. In other cases, priorities differ. The challenge is to promote dialogue between the different stakeholders so that the educational needs of the population are addressed synergistically.

- **Strengthening the capacity for sustainability:** We see two major issues affecting sustainability—both involving access to necessary resources:
  1. First of all, there is the question of the communities' capacity to mobilize sufficient resources to ensure the continued operation of their schools. This is a critical issue in this rural zone which depends primarily on cotton production.
  2. Second are the CAPS and the communal councils. After five years of working together, we can say with confidence that most CAPs and CCs are willing partners who believe in the promise and necessity of community schools, particularly for the rural, marginalized populations where our community schools have been established. However, there remain significant doubts about their ability to mobilize sufficient resources needed to provide support to community efforts.

**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% Total: 95	Girls = 91% Total = 96%	11% 1%	115% 101%

Implementing activities such as joint campaigns with CAPs on girls' education and involving village leaders in sensitising community members resulted in a significant increase in girls' intake in grade 1 classes. Average first grade classes have a girl percent of 49%. Last October, communities enrolled 4,106 new girls in school as opposed to 3,205 in the previous academic year.

*The average for Sikasso Region schools in the 2001-2002 academic year was 43.91% with 37.61% girls<sup>1</sup>.*

ACCESS				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
70% Gross enrollment rate	Girls: 50% Total: 65%	Girls = 56% Total = 66%	6% 1%	Girls: 112% Total: 101%

Our "Back to School" report shows a student population of 47,667 in 2002, as opposed to 46,380 in 2001. This slight increase (compared to a relatively

<sup>1</sup> Source: Annuaire des statistiques de l'enseignement fondamental 2001 – 2002

stable student population trend over the previous three years) could be the result of our retention efforts, which include strategies to improve the learning environment. It may also be attributed to the fact that CAPs are more involved with community schools through the payment of the PISE's contribution towards recurrent costs and with more frequent classroom visits. Mayors of communal councils are also getting more involved in supporting communities' efforts in recruiting students.

*Sikasso Region school average is 54.8% with 45% girls<sup>2</sup>.*

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

In the region of Sikasso, the Academies of Koutiala and Sikasso officially registered 92 community schools established by communities without the intervention of NGOs or the MOE, making a total of 896 community schools registered in the Academies' records. SC and its partner NGOs have provided these schools with technical assistance through teacher coaching and training. There is still, however, a continued need in the region to increase access through building new schools and additional classes, particularly in the districts of M'Pessoba, Koutiala and Yoroosso.

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

We expected to support the efforts of 100 SMCs in establishing an additional classroom. 128 communities, however, demonstrated convincing need and capacity to establish a second classroom. There is no change from the result reported in the *Semi-Annual Report*, as community construction activities were put on hold in the latter half of the year due to increased agricultural activities.

<sup>2</sup> Source: Annuaire des statistiques de l'enseignement fondamental 2001 – 2002. This rate includes all the schools in the Sikasso region, including community schools. Arguably, the community schools have caused an increase in the girls' parity indicator from the last education census – in the 1998-1999 academic year, when community school data was not incorporated, the overall gross enrollment rate was 44.8%, with a 35.6% rate for girls.

ACCESS				
Life of Project Target	Planned Target No. 2002	Results Achieved	Difference	% of Target
50,000 pupils attending, most of whom would never otherwise have attended school	50,000	47,667	(2,333)	96%

As of December 2002, the student population was 47,667 pupils, in the following grade levels:

Levels	Girls	Boys	Total
Grade 1	4,501	4,773	9,274
Grade 2	3,295	4,717	8,012
Grade 3	2,571	3,511	6,082
Grade 4	1,814	2,632	4,446
Grade 5	4,003	5,455	9,458
Grade 6	4,393	6,002	10,395
<b>Totals</b>	<b>20,577</b>	<b>27,090</b>	<b>47,667</b>

Our retention rate improved in 2002. As mentioned earlier, the dropout rate declined from 3.4% in 2001 to 2.4% in 2002.<sup>3</sup> Note that the drop out rate is calculated by subtracting the school population at the end of the school year from the population at the beginning of the school year. Thus summer drop out is not captured in this indicator. In previous years, we noticed significant summer drop out rates. Many students go on seasonal migration in larger towns during the summer vacations, and some of these fail to come back in time for school. Therefore, in addition to implementing activities geared to make schools more pleasant places to be (described below, under *Quality*), the program decided to tackle the summer drop out problem by conducting joint awareness raising campaigns with the CAPs and our DG team.

## IR2.2 Improved Quality of Basic Education

Last year, we continued our efforts to enhance the quality of education through an increased emphasis on teacher training in learner-centered approaches, and through teacher coaching by SC, national NGO partners, and the AE/CAPs. Following the recommendations of the mid-term evaluation conducted in March of 2001, Save the Children and its partner NGOs agreed

<sup>3</sup> As we noted in the *Semi-Annual Report*, the major reasons for dropping out of school tend to be costs, migration labour demands, and early marriage for girls.

on a number of steps to improve the quality of the physical classroom environment. They included cementing the floors, establishing water points, constructing latrines, planting trees and flowers, and putting in flag posts. These efforts seem to have resulted in an overall increase in quality indicators.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
4 <sup>th</sup> grade attainment rate Girls: 85% Total: 95%	Girls 85% Total 95%	Girls: 83% Total: 95%	(2)% 0%	98% 100%

As students came back to school in October 2002, 4,446 registered in grade 4. This represents 95% of first grade students in 1998 (although we noted a significant increase in fourth grade attainment for girls, from 76% in 2001 to 83% in 2002, we are still below our target of 85%). The encouraging overall improvement from 88% in 2001 to 95% in 2002 is a combined result of the emphasis the SMCs put on retention last year as well as efforts to improve teaching quality and the learning environment. More teachers were trained in and are using active teaching techniques. Students take increasing pride in the physical appearance of the buildings – where floors are cemented, chalkboards repainted, and flower beds made by students are blooming. Some SMCs built thatched-roof shelters for students to conduct outdoor activities. We will continue to support retention efforts through students' attendance monitoring by SMCs, enhancing teaching quality and improving the learning environment.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
6 <sup>th</sup> grade attainment rate Girls: 55% Total: 65%	Girls: 55% Total: 65%	Girls: 57% Total: 67%	Girls: 2% Total: 2%	Girls: 103% Total: 103%

Our long-term strategies including girl friendly teaching techniques, active teaching and the *Child-to-Child* approach are beginning to show results. Last October, 10,395 students moved up to 6<sup>th</sup> grade, representing 67% of the first grade cohort in 1997. We have initiated other strategies such as income generating activities to lessen school costs for communities, and introduction of intra-community by-laws enacted by communities themselves to deter children's withdrawal from school, especially the withdrawal of older girls for marriage. CAPs and communal councils, as mentioned above, also contributed with awareness-raising campaigns designed to discourage drop out.

Quality				
Life of Project (Year)	Planned target for 2002	Results Achieved	Difference	% Achieved
45% pass rate at the CEP	50%	51%	1%	100%

Efforts aiming at improving the quality of education in community schools are beginning to pay off. As reported in the *Semi-Annual Report*, SC implemented the following activities to improve teaching quality in support of this achievement:

1. Closer collaboration with government education authorities. SC provided 27,300 books in both French and Bambara, supplementing the 19,724 books provided by USAID last year, and 11,292 from the AE.
2. Nomination and training of school directors by the CAPs.
3. NGOs appointed Program Coordinators to support the SC Pedagogical Coordinators' actions.
4. Recruitment of more teachers with a higher level of education.
5. Training teachers in active, child-centered approaches.
6. Expansion of the *School Health* program.
7. Training of teachers in the *Child-to-Child* approach.
8. Training of SMCs in the management of books and teaching aids.

It is worth noting that out of the 250 grade 6 classes whose students sat for the CEP exam, 27 schools scored a 100% pass rate. Students from 16 community schools took the PC version of the CEP this year. As we expected, results were very encouraging: 89%. We expect increasing numbers of students to sit for the PC CEP in future years. In the beginning years, teachers not literate in Bambara were reluctant to provide the support to students to pass the PC CEP. Also, CAPs were (and some still are) reluctant to switch for fear of jeopardizing their average pass rates. As there are communities which prefer instruction entirely in French (most of these being communities where Bambara is not the mother tongue), we neither expect nor are advocating for 100% adoption of the PC CEP in the Sikasso region.

With the extension of the PC CEP, the provision of more books to schools and the improvement in learner-centred teaching approaches, we expect to significantly surpass this year's achievement of 51% in May 2003.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
75% pass rate on village relevant life skills test.	Overall 75%	75%	0	100%

Community school curricula include life skills modules. A life skills test, conducted in May 2002, shows that, though the overall pass rate met expectations, grade 6 results were poorer than those for grade 4 and 5. We surmise that with the pressure from SMCs for better results at the CEP examination, teachers and their coaches do not put as much emphasis on this module. However, as the module aims to improve students' competences in village life aspects like farming, health, and managing credit, we believe that it should remain an integral part of the curriculum. 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 renewed.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Gender parity in all forms of achievement	40%	42%	+2	105%

While we are encouraged with great improvements in girls' fourth and sixth grade attainment and CEP pass rates, we recognize that there are still many challenges to ensuring that girls have the same opportunity for success as boys do. 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. We are simultaneously addressing key causes of inequity: perceived irrelevance of education to girls' economic opportunities and teachers' poor perception of girls' specific needs. For the former, we use female leaders to sensitise parents using cases of successful women. For the latter, we support teachers' efforts in using SAGE's girl friendly teaching techniques. In some communities, girls tend to be kept away from group studies that take place at night. To minimise the risk of abuse as perceived by parents, we encourage, wherever possible, the formation of girls' groups under the supervision of female teachers.

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Quality				
Indicator and Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Student Teacher Ratio	35:1	33:1	2	106%

Class sizes tend to stabilize around 35. Our back to school report shows an average student teacher ratio of 33:1 as opposed to 36:1 last academic year. This improvement results from factors such as a better understanding by SMCs about the importance of enrolling the right number of students. In addition, the support of the MOE through the PISE helps some communities in recruiting an adequate number of teachers.

In the previous years, because the communities had to assume all the recurrent costs of schooling, some of them aggregated the cohorts, creating overly large class sizes.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Student book ratio 1:1.2	1:1.2	1:1.2	0	102%

The Academies and some communal councils provided books in French for the community schools. In 2002, students in the community schools have had access to a total number of 58,316 books including books in French, dictionaries, textbooks in Bambara and also storybooks in the *coins bibliothèques*. We encourage SMCs to manage these books through a community based recovery system whereby the monies collected from renting books will be used to repair and or renew the stock. It is worth noting that some communities purchased books on their own. In communes like Fakola, Koutiala and Yanfolila, mayors are supporting communities' efforts in the provision of school supplies and books.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Gender parity: 45%	45%	43%	(2.0)	96%

Compared to 2001, girls' enrollment in grade 1 classes has increased and retention in upper classes 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. However, girls' education is still a major concern. We are addressing the issue

by acting on the various known causes. The major obstacle being cultural pressure for girls to prioritise making a good marriage above being well educated, we have conducted joint campaigns with the CAPs and the communal councils to further sensitize communities on the advantages of schooling girls. We are using communities with satisfactory girl attainment and enrollment as models. Last year, in collaboration with SAGE, two communities were recognized for their outstanding efforts in support of girls' education. During the next six months, we will organise exchange visits among communities to share positive experiences.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Percent of teachers with minimum 9 <sup>th</sup> grade education: 85%	85%	82%	(3%)	97%

Schools resumed this year with 1,430 teachers, 1,163 of whom have at least 9<sup>th</sup> grade education (82% as compared to 80% in 2001). Although the communities understand the link between high level of education and the quality of education, their efforts in looking for qualified teachers are sometimes in vain. Teachers with higher levels of education are not always willing to work and live in small villages. We also observed that some of these qualified teachers leave community schools to teach in public schools for better salaries. In addition, with the decentralisation process and the establishment of communal councils, many qualified teachers were pulled out of school to become Mayors and/or Deputy Mayors. We are liaising with CAPs to prevent the recruitment of community school teachers as temporary teachers (*vacataires*) for public schools. As the training provided to teachers through this program increases their marketability it, therefore, contributes to the tendency of teachers leaving community schools for brighter prospects elsewhere.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Percent of teachers trained during the last 12 months: 100%	100%	100%	0	100%

All the active teachers received training during the summer. New teachers were trained in initial pedagogy, child psychology, and methodology. Teachers in PC classes participated in training in active methodology, group work, and girl friendly teaching techniques. Other teachers received refresher training in teaching by objectives. As reported in the *Semi-Annual Report*, in addition to

structured trainings, teachers gathered locally in *mini-ateliers* to exchange on pedagogical issues under the guidance of the animators, the CAP, and the Directors of public schools. They also benefit from coaching and hands-on practice from program field agents. As we proceed with the establishment of school clusters, these pedagogical discussions will be held at centrally located schools.

Quality				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Percent of female teachers 15%	15%	20%	5%	134%

Our observations suggest that female teachers tend to be more stable. Their number has been on a climbing curve during the last three years. From 12% in 2000, female teachers now represent 20% of the teaching staff in the community schools. In general they are friendly to students and demonstrated, at last year's CEP exam, that they can help students achieve good results. They also serve as role models. With female teachers, communities also feel more assured of girls' security.

### 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 « <i>récépissé</i> » by 2002	90%	90.48%	.48%	100%

SMC members are acquiring increased skills in advocacy and civic action through SC DG trainings. As shown above, 90% of schools have indeed obtained their *récépissé* for their school. In general, the Academies and CAPs are more supportive to SMCs than they used to be.

Capacity				
Life of Project Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
85% of SMCs which meet at least 10 times annually	90%	94%	9%	110%

In general, SMC members meet on a monthly basis to discuss financial aspects like teacher salaries, tuition fees, book rentals, visits, related expenditures, as well as academic matters: attendance, girls' education and relations with the

NGO, the CAP and the Commune. While some of these discussions are documented we are encouraging the habit of taking meeting minutes as only those meetings that are documented are reported.

Capacity				
Life of Project/Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
50% of SMC belonging to a federation	50%	85%	+35%	168%

As SMCs gain a better understanding of federations and develop confidence in the benefits of working with federations, they are integrating federations within their communes. These federations include the APEs of public schools. Through the federations, SMCs can easily integrate their education development plans into the communal plan. Federations have direct contacts with the CAP and the communal councils, facilitating their capacity to advocate for the specific needs of community schools. However, though much progress has been made, SMCs still need encouragement to be more active within federations.

Capacity				
Life of Project/Target	Planned Target for 2002	Results Achieved	Difference	% Achieved
Percent of schools receiving support from the community : 100%	100%	100%	0%	100%

Community schools are established in small villages with limited resources. Convinced that education can help break the cycle of poverty, communities have committed to meeting the recurring costs of having a school through charging school fees for individual students or through community revenue generating projects. Last year, as more teachers were supported by the PISE, SMCs contributed by completing teachers' salaries where the initial salary was higher than the PISE contribution. Some SMCs also purchased school supplies or paid for the transportation of teachers to attend trainings. SMCs also cater local meetings, provide hospitality to visitors, and repair school buildings. Adding more classrooms and hiring more teachers, in the face of finite resources, it is clear that recurring costs will continue to be a challenge in the years to come.

Capacity				
Life of Project/Target	Planned Target for 2002	Results/Achieved	Difference	% Achieved
Percent of SMC members receiving adult literacy: 10%	NA	58%	48%	580%

In the areas of Bougouni and Kolondièba where our DG team operates, all village organization members were given literacy training, as well as training in civic rights and advocacy. In areas covered by partner NGOs, literacy training is planned for January and February.

Please note that in the final semester of the project, we will also be able to report on the indicator “% of SMCs that took 5 actions to secure services for their school”. Being a new indicator, systems were being set up at the end of 2002, in readiness for information collection starting in January 2003.

### III. Impact of Activities and Success Stories

#### School Clusters

SC and its partner NGOs are piloting the establishment and implementation of 16 school clusters. Through these school clusters we hope to maximize use of limited resources, encourage learning from one another, and strengthen partnerships among education stakeholders for a joint management of community schools.

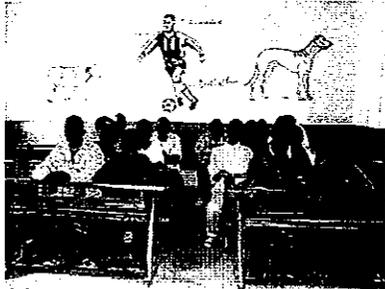
Our pilot cluster model brings together five to seven community schools within the same commune with at least one public school.

Activities which have been implemented in these clusters include:

- Sharing teaching materials;
- Coaching teachers;
- Pedagogical discussions, sharing experiences;
- Advocacy actions;
- Joint social events;
- Using the *Child-to-Child* approach around themes like HIV/AIDS;
- Exchange visits for SMCs;
- Academic contests among students; and
- Sports competitions within the cluster.

The 16 clusters were set through a participatory approach whereby all stakeholders met to discuss and reach commonly agreed upon objectives for the clusters.

## Community Second Cycle



Using SC private funding, we expanded the community second cycle of Bohi to grade 8. This expansion made it possible for 85 graduates from 11 neighbouring villages of Bohi to attend a second cycle school closer to home. Distance from home to school is usually a barrier to girls' education. Attending existing second cycles for most girls means transferring to a larger community 10 to 25 kms from their native village, something which few families would consider. This pilot project brings together communities, the AE/CAP and the Communal Council in the establishment and management of a community second cycle.

The establishment of the Bohi second cycle school was challenging. To begin with, the CAP failed to assign teachers to the school, claiming a shortage of teachers. The communities themselves decided to take on the responsibility of covering teachers' salaries and other related costs. Now the CAP has assigned one head teacher and the communal council has agreed to pay the salaries of the other teachers. The CAP of Kolondièba is responsible for pedagogical supervision. The host community built three houses for the teachers and has welcomed students coming from outside of Bohi, providing them with board and lodging with Bohi families. SC provided support in the construction and furnishing of the school. With the hope of replicating this experience elsewhere, last October we developed a guide of the steps necessary to follow in establishing a community second cycle.

## Gender Training for Field staff

To further focus field staff's attention on gender issues, we conducted a series of gender awareness raising sessions. During these sessions, agents, assistants, supervisors and education program managers developed a better understanding of gender concepts, so as to be better able to help communities analyse and solve gender issues.



## Community Members' Advocacy for Girls' Education

Last September, as we neared the start of the academic year, *School Management Committees* in the Save the Children zone conducted "state of the school" meetings. During these meetings parents, teachers and school management boards share their challenges and discuss educational issues.

At Mezanga, in the commune of Manakoro, Bougouni, one of the recurrent points of discussion is girls' education. ASG, the national NGO supporting the efforts of the communities in this zone, has raised awareness of communities on the importance of sending girls to school and helping to ensure they are able to stay there. Although the results of these campaigns are encouraging, girls are still pulled out of school to be married. Their parents claim that the main reason is that they are poor – marrying their daughters brings much-needed support from in-laws.

In the midst of the meeting, as participants were debating the issue, Mr. Kassim Konaté, the Secretary of the School Management Committee asked for the floor:

*"Poverty has been the excuse behind which we have long hidden our wrong decisions. Poverty is not to blame. We should rethink some of our traditions. It is high time we change our views of girls and women. We must understand that girls' education is as valuable as boys'. Education is the only way to liberate women and emancipate our daughters."*

This kind of advocacy for girls' education is still quite rare in our project zone. However, these stirring words from a community member give an idea of the impact of our awareness-raising campaigns and gender trainings. Positive change takes time. Change from the inside lasts longer.

### **Female Leaders Support Girls' Education**

In the village of Felefele, in the commune of Defina (a zone covered by ASG, one of our partner NGOs), Ramata Sogodogo and Korotoumou Bagayogo amazed NGO agents by their commitment to girls' education and their courage in taking the floor and addressing an audience, 90% of whom were men.

The community school of Felefele is member of the Defina Federation and has a 4<sup>th</sup> grade classroom and a 6<sup>th</sup> grade classroom. Last November they had a general assembly to discuss girls' education. Ramata, who is the President of the Federation, addressed the public in these terms:

*"Dear brothers and sisters, as you all know, girls are being pulled out of school to take care of their younger siblings, or to be married. If we women continue to endorse these practices, we will prevent our daughters from gaining the many benefits of education. I myself went to school and that is why you trusted me to be the President of the Federation. Don't you want to see your daughters taking similar responsibilities? Of course not everyone can become President but educating girls also helps them become better mothers and wives."*

After long applause, some women took the floor to express their regret for having pulled their daughters out of school and promised not to do so in the future.

Korotoumou who is a teacher at the public school of Defina, as well as the Administrative Officer of the Federation concluded in quoting: *"To educate a girl is to educate a nation."*

ASG agents have on other occasions invited these two women to give speeches on girls' education. As we say in Bambara, *"mogo ka ko kagni l yere de bolo"* meaning *"No one can serve you better than yourself"*.

#### **IV. Challenges Encountered and Lessons Learned**

Worthy of ongoing effort are the following persistent challenges:

##### **Gender Equity**

The program is confronted with continuing challenges in establishing gender parity. Although we came close to having grade one classes with 50% girls, girls' drop out rate is still higher than boys'. Coupled with lower average enrollment figures for girls compared to boys, the result is lower participation in school by girls relative to boys (43% of students are girls). Though we have put significant effort into gender awareness raising activities (as noted above) and have incorporated girl friendly teaching techniques in our teacher training programs, we realize that this issue goes beyond awareness-raising.

With our experience with the community second cycle school in Bohi, we also realize that lack of opportunity to further education at the local level is also a deterrent to girls' education, as most families wouldn't consider letting their daughters leave home to attend school.

##### **Phasing over**

On one hand, the government's support to community schools through the PISE has alleviated the burden of recurrent costs of schooling for communities. On the other hand, if this support terminates without adequate preparation, many community schools will close down. Ensuring that systems are maintained to transfer resources to the communal level will be a challenge for the near future at least.

## V. Intersectoral Synergies

Our *Sponsorship* program enrolled about 9,000 children, half of whom are community school students in the circle of Kolondièba. Community school enrolled children participate in all education activities including learning, school supplies, school garden activities and school health activities.

The *School Health* program has expanded to more schools. This intervention has proven internationally that de-worming pills, eye checks and treatment and micronutrient supplements (iron and Vitamin A) have positive effects on student performance and retention. In 2002, this program, supported entirely by SC private funds, achieved the following:

- Training of 42 SC and NGO staff in the *Child-to-Child* approach;
- Training of 178 teachers in the *Child-to-Child* approach;
- Training of 10 SMC members in sanitation and the manufacturing of water points (canaris with spigots);
- Students participated in 10 radio programs on school health;
- 332 students participated in awareness raising campaigns on malaria prevention and treatment, HIV/AIDS, and girls' education;
- Construction of 216 latrines;
- Provision of 200 dust bins for school sanitation; and
- Establishment of 150 water points in schools.

Our *Democratic Governance* program works with the *Education* team to develop and implement capacity building programs tailored to meet the needs of community schools. All field workers were trained in democratic governance principles. They in turn trained SMC members and followed up on their progress

## VI. Partnerships

Communities have been informed about the termination of the *Education* program under its current funding. Readiness for wholly assuming the management of their community schools is varied, however, with about 30% of SMCs being highly prepared and 25% somewhat prepared. There are a significant number of SMCs which are not ready to assume these responsibilities. In many cases, these are SMCs which have participated in this program for a shorter time and have, therefore, not benefited from the same amount of training and support as older schools have.

In an effort to maximally contribute to our partner NGOs' capacities before the completion of this cooperative agreement, we continued to work with them,

analyzing needs, and assisting where appropriate in the development of individual institutional development plans. Training given in 2002 included gender analysis and development of community action plans.

All teacher training sessions were jointly run with the Academies and the CAPs of the Region. The Academy in Sikasso donated more than 11,000 books in French to community schools. The CAPs are clearly demonstrating more interest in the community schools through more school visits.

The communal councils are providing more and more support. Some community schools received school supplies. The Mayors took personal interest in enrolling children in school (mainly girls).

OXFAM/UK visited our community school program.

We participated in the SAGE "Lessons Learned" conference in Ghana.

We also participated in the planning session of the MBE.

#### **VII. Future Plans: January – June 2003**

- Final Evaluation;
- PC version of the CEP exam;
- Continuation of school clusters pilot;
- Documentation of Save the Children and its partner NGOs' experience with *Community Schools*; and
- Final Report.

In addition to these activities, we will be implementing a new set of "child labor and education" activities in the next semester. These activities come under the additional funding granted through the Education team under Save the Children's current cooperative agreement. Activities have been identified following a study of child labor migration in the Sikasso and Bankass regions conducted in September and October of 2002 by Sarah Castle of the London School of Hygiene and Tropical Medicine. This study was also funded under this grant, in partnership with Save UK and UNICEF.

The final version of the study has not yet been released. However, preliminary conclusions, as well as other research carried out by SC, reveal that the issue of child labor is viewed differently by the different stakeholders involved (i.e. parents, children, GOM, PVOs and NGOs). For our activities, we plan to build upon our program's solid achievements in the last five years, as well as on the skills of two of our partners, GRADE-Banlieue and AADEC, whose zones are

particularly affected by child labor migration. Briefly, with these two partners, we will identify a small number of dynamic communes who have identified increased school enrollment and access to vocational training in their communal development plans for 2003. Save and its partners will support these communes' priorities in the areas of access to and quality of educational and vocational services.

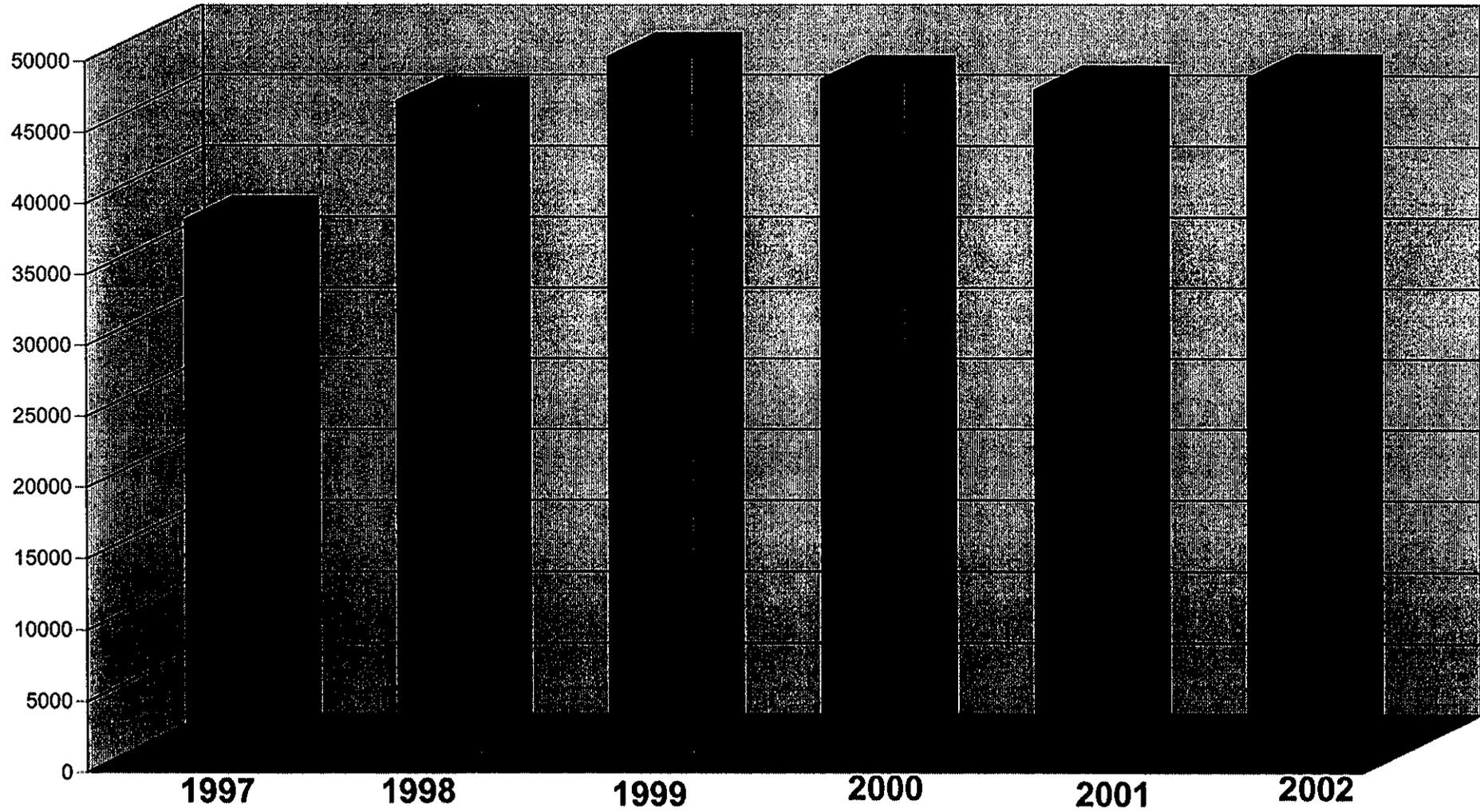
Throughout this intervention, community participation will be stressed with a special emphasis on children's and adolescents' participation. Taking into account community perceptions of the issue will be vital part of these activities. Not only is child labor migration often seen as vital to family economic survival. In addition, it is often seen by children themselves as a necessary rite of passage to gain acceptance (of peers, and of the wider community) in their social milieu.

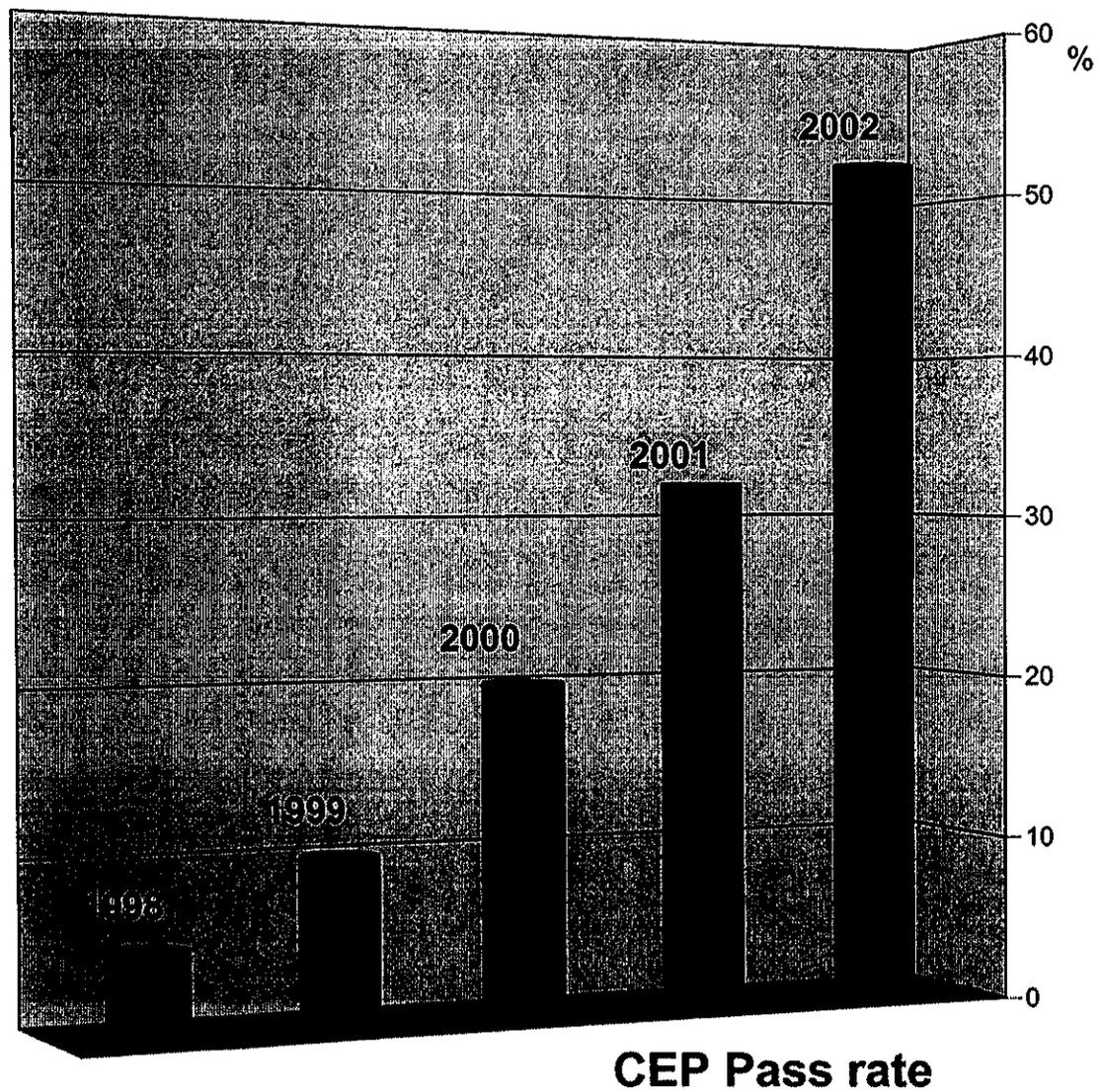
**ANNEXES**

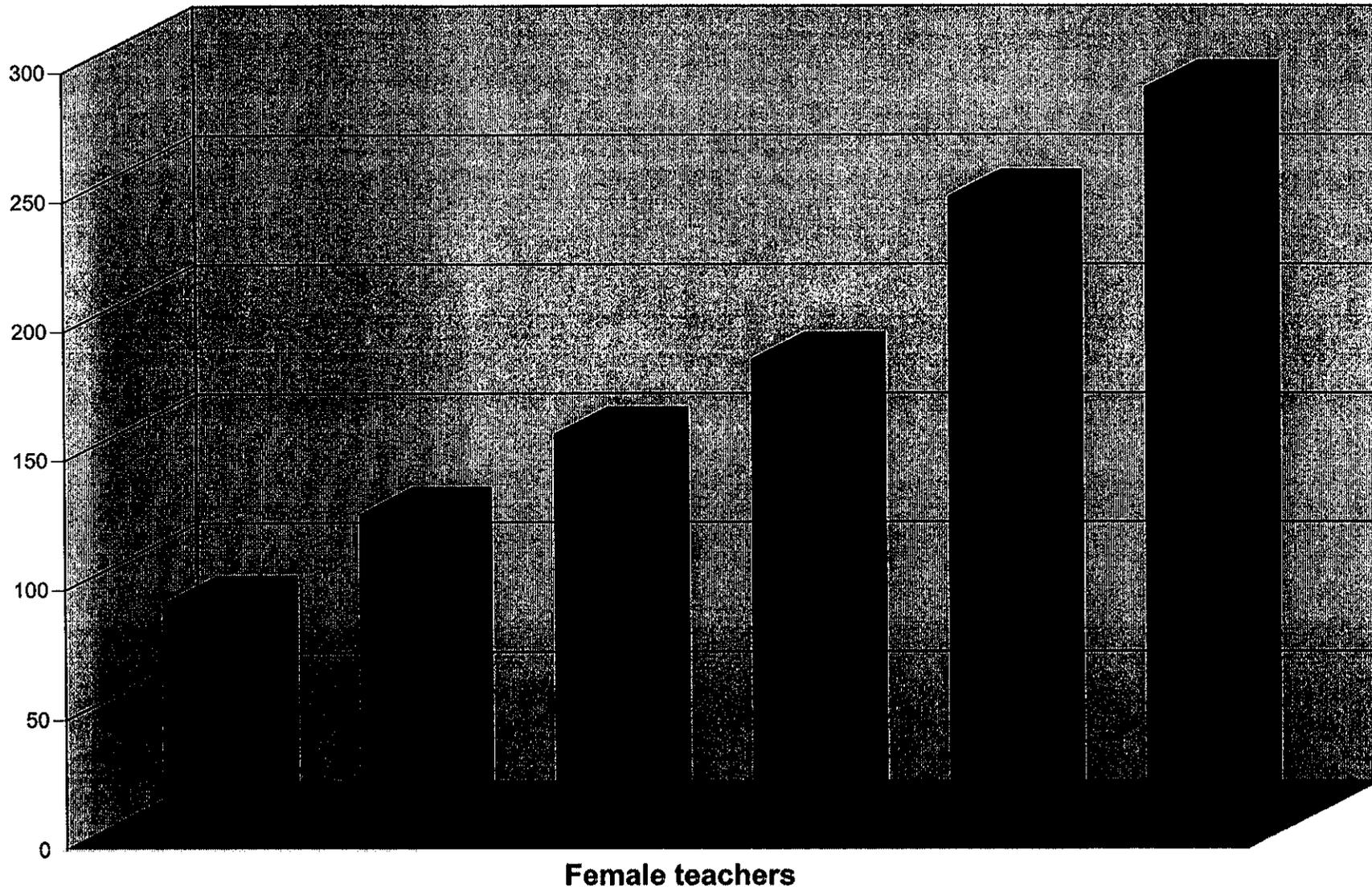
**Annex 1: Comparative Charts**

**Annex 2: Table of indicators**

### Student Population







Student	Population
1997	37591
1998	46005
1999	49102
2000	47512
2001	46803
2002	47667

Female	Teachers
1997	87
1998	121
1999	152
2000	181
2001	244
2002	286

CEP	Success rate
1998	5
1999	10
2000	20
2001	32
2002	52

USAID Indicators Table			
	Targets	Results 02	Results 01
<b>Access</b>			
GAR	95% total; 80% girls	96% total; 91% girls	85% total; 72% girls
GER	65% total; 50% girls	66% total; 56% girls	51% total; 42% girls
<b>Quality</b>			
4th grade attainment	95% total; 85% girls	95% total; 83% girls	88% total; 76% girls
6th grade attainment	65% total; 55% girls	67% total; 57% girls	56% total; 45% girls
6th grade leaving exam pass rate	45% total; 40% girls	51% total; 42% girls	31% total; 26% girls
Student/teacher ratio	35/1	33/1	36/1
Student/book ratio	1/1.2	1/1.2	1/1.0
Girl percent	45%	43%	42%
% teachers with minimum 9th grade education	85%	82%	80%
% teachers trained during last 12 months	100%	100%	100%
<b>Capacity</b>			
%SMC that took 5 actions to secure services for their	65%	NA	NA
% of schools receiving community support	100%	100%	100%
% SMCs which meet 10 times annually	90%	94%	82%
% SMCs working with Federations at least twice a year	50%	85%	NA
% SMCs members receiving literacy training	10%	58%	NA

**GROUPE PIVOT/SANTÉ POPULATION**

***Annual Report***

***for the period***

***1 January – 30 September 2002***

***Save the Children***

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

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*Annex 1:  
Additional Activities January-September 2002*

*Annex 2:  
Other Programs and Projects of GP/SP*

### List of Acronyms

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

*	Source:	Routine Data collected by NGOs in their project zones
**	Source:	Data from Final 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 oversaw and supported the *Integrated Youth Health Program* (1997-2002). This program was 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 was carried out in five regions (Kayes, Koulikoro, Sikasso, Ségou, and Mopti) and in the District of Bamako. The *Integrated Youth Health Program reached an estimated population of 963,974 people in 597 communities.*

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, the POLICY project), national development agencies (Coopération Française), CDC, international agencies (World Bank, World Health Organization), and Mali's own Ministry of Health.<sup>1</sup>

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

- ✓ 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;
- Internal capacity development particularly in the area of operational policies and procedures;

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<sup>1</sup> *Groupe Pivot's tremendous success in implementing a community-based contraceptive distribution program was analyzed in December 2002 (using other funding sources). The key determinants in the success were found to be the commitment and personal connections both in the distribution of contraceptives and in the personalized supervisions of NGO and CScOm/CSAR staff by GP/SP. A draft report of this study has been shared with USAID.*

- 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 September 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. Under the leadership of Souleymane Dolo, Groupe Pivot has continued 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.

The population profile of the 597 communities targeted by this program is as follows:

**Population Profile of GPSP Intervention Zones (2002)**

<b>Targeted Population</b>	<b>Estimated Number</b>
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
<b>Total population of intervention zone</b>	<b>963,974</b>

**II. USAID Reporting Indicators: January – September 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): **23,377**
- b) Estimated number of children 0-11 months in population of intervention zone : **38,559**
- c) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**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: **26,354**
- b) Estimated number of children 12-23 months in intervention zone: **37,595**
- c) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**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: **58,084**
- 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: *Final evaluation*. Date conducted: *July 2002*

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

- a) Number of TT doses administered to pregnant women: **38,710**
- b) Estimated number of pregnant women in the target population: **48,199**
- c) Name of last survey: *Routine Data Collection*. Date conducted: *31/08/02*

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

- a) Number of women receiving 2 or more TT doses during pregnancy : **30,558**
- b) Estimated number of pregnant women in target area: **48,199**
- c) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**Indicator: Assisted deliveries**

- a) Number of women assisted by trained provider last delivery, CSCom level: **42,270**
- b) Number of women assisted by trained provider last delivery, village level: **3,889**
- c) Estimated total number of pregnant women in the intervention zone : **48,199**
- d) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**Indicator: Couple Years of Protection (CYP) for modern methods, for women of reproductive age (15-49 years old)<sup>2</sup>**

Number of CYP for the following modern methods:

i)	Oral contraceptives :	11,346
ii)	Condoms:	2,154
iii)	Foaming tablets:	1,068
iv)	Depo/Injectables:	2,084
<b>TOTAL :</b>		<b><u>16,652CYP</u></b>

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<sup>2</sup> Conversion factors:

Oral Contraceptives:	15 cycles	= 1 CYP
Condoms:	120 condoms	= 1 CYP
Foaming tablets (spermicide)	120 tablets	= 1 CYP
Depo-Provera/Injectables	4 Depo	= 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:	7,261
ii)	Condoms:	1,680
iii)	Foaming tablets:	43
iv)	Depo/Injectables:	542
<b>TOTAL:</b>		<b>9,526CYP</b>

***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: 994
- b) Total number of peer educators contacts with 15-24 year olds in intervention zone: 111,793\*

***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: 97,108
- b) Estimated total number of mother in intervention zone: 112,785
- c) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**Indicator: Caretaker knowledge of key child health practices**

- a) Number of mothers who recognize at least two (2) warning signs of respiratory infection : 99,138
- b) Number of mothers who recognize at least one (1) danger sign of respiratory infection : 105,567

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

d) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

**Indicator: Client knowledge of STI preventive practice**

a) Number of individuals citing at least two acceptable ways of protection from STI infection: **359,065**

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

c) Name of last survey: *Final evaluation*. Date conducted: *July 2002*

***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**<sup>3</sup>

c) Number of PVO supported facilities: **46**

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<sup>3</sup> One of the main factors which has influenced CSCom's achieving 100% cost recovery is the turnover of key staff who have received training. Often there is also a gap between when one ICPM leaves and another arrives, during which time there are no paid-for services provided.

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

#### Impact Indicators

##### A. Access:

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	80% of pop. will have access to a min. package of interventions existing within a radius of 15 km.	45%	65%	65%	81%
2	80% of children 0-11 mo. will have measles vaccination.	21%	66.77%	71%	88.7% <sup>4</sup>
3	80% of children <1 yr. will be completely vaccinated	34%	61.78%	70.1%	87.6%
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%	63.4%	79.2%

##### B. Quality:

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	80% of CCom/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 CComs/CSAR/AR will benefit from 1 supervision visit from SSSC	79%	90.9%	89.5%	111.9%
3	80% of CCom/CSAR health agents (AS) will be able to advise mothers of undernourished children <5	15%	70.4%	56.5%	70.6%
4	80% of CCom/CSAR AS will be able to advise mothers of children < 5 with ARI	0%	32.8%	25%	31.2% <sup>5</sup>
5	80% of CCom/CSAR AS will be able to advise re : malaria	0%	40.98%	15.6%	20% <sup>6</sup>
6	80% of CCom/CSAR AS will be able to follow the vaccinal status of children	15%	29.8%	76.2%	95.2%
7	80% of births will be assisted by a trained AS or matrone	66%	74.24%	87.7%	109.6%

<sup>4</sup> Though indicators 2 & 3 weren't completely achieved, they are well above the national norm, thanks to the follow up efforts of peer-educators and « relais » who monitored vaccination cards in their zones. (suivi rapproché des enfants.)

<sup>5</sup> This achievement is low due to the absence/mobility of CCom/CSAR staff who had been trained.

<sup>6</sup> See above.

C. Promotion :

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	95% of mothers of children <5 will know of one method of ORT	37%	84.9%	86.1%	91%
2	80% of children <3 with recent diarrhea will receive ORT at home or at a health facility	19%	35.86%	41.5%	51.9% <sup>7</sup>
3	50% of children <4 mo. will be exclusively breastfed	14%	24.46%	34.7%	69.4%
4	80% of families of febrile children will have sought treatment or given appropriate treatment in the first 24 hours.	20%	61.21%	61.4%	76.7% <sup>8</sup>
5	80% of mothers will know two danger signs of ARI	27%	62.8%	87.9%	109.9%
6	Contraceptive use Prevalence Rate of 60% for women 15-49	23%	44.3%	65.8%	109.7%
7	12,667 Couple Year Protection (Revised target per 2000 CA is 25,000)	Source : 1997 Report 3,845	20,546	16,652	67%
8	60% of men interviewed will have used a condom for their last sexual encounter	29%	33.89%	49.9%	83.2%
9	90% of individuals >15 will know at least two methods of STD prevention. Women : Men :	71% 93%	72.66% 82.82%	86.7% 89%	96.3% 98.9%

<sup>7</sup> There are low results for this indicator due to stockouts of ORS sachets at the CSCom and CSAR level. Due to a low profit margin and slow turnover, CSCom/CSAR managers are not terribly motivated to monitor ORS supplies.

<sup>8</sup> See above.

**D. Capacity:**

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	Increase to 90% of proportion of CSCom/CSAR personnel having received one or more supervisory visits by an NGO or gov't supervisor during the 3 preceding months.	79%	83.3%	89.5%	99.4%
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%	87.3%	97%
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 to 60% of the number of CSCom/CSAR assuring 100% cost recovery	30%	38%	56.2%	93.7%

**Process Indicators:**

**A. Access:**

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	5 new CSComs created, offering CS and RH services	0	7	7	140% <sup>9</sup>
2	5 new ASACOs created	0	8	8	160% <sup>10</sup>

**B. Quality:**

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	Train 100% of the NGO coordinators in project management	0	100%	100%	100%
2	Train 100% of the NGO agents receiving sub grants in nutrition	60	97%	97%	97%
3	Train 100% of the NGO agents receiving sub grants in LMD	35	97%	97%	97%
4	Train 100% of the NGO agents receiving sub grants in ARI	65	97%	97%	97%
5	Train 100% of the NGOs receiving sub grants in ARI	35	97%	97%	97%
6	Train 100% NGO agents receiving sub grants (coordinators and facilitators) in IMCI	0	100%	100%	100%
7	Train 100% of AR (2,155) in literacy	30	26%	35.6%	35.6% <sup>11</sup>
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%

<sup>9</sup> Two additional CSComs not foreseen when the targets were established needed to be established. Their actual performance represents 100%.

<sup>10</sup> Three additional ASACOs not included in the targets were established requested support. Again, this means that actual performance represents 100%.

<sup>11</sup> This low achievement is due to the migration from rural to urban areas of « relais » and peer educators, once literate.

**C. Promotion:**

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	359,715 IEC sessions (Group animation, VAD counseling, mass activities) on preventive care themes	Source : 1997 Report  27,245	221,813	456,047	126.8%
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	85,093 129,186 64,025 4,168	
3	175,282 women will have participated in IEC sessions organized by A-ONG/AR about RH and CS	86,654	322,871	1,039,629	593%

**D. Capacity:**

No	End of Agreement (2002) Objectives	Base-line data	Mid-term evaluation	Final Evaluation	% of Objective Achieved
1	13 literate ASACO management committees including at least one woman	0	26	26	200%
2	At least one meeting quarterly between the SSS and FELASCOM	5%	70%	85%	85%
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 between the Sebénicoro ASACO and JIGI has been signed.

- *Medical consequences of excision conference*

On June 9<sup>th</sup>, 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 *Coopération Française* which has translated into Groupe Pivot directly managing activities and personnel for this project. The *Coopération Française* project builds on the solid base established through this cooperative agreement.

#### V. MOH Collaboration

During this reporting period, project coordinators have :

- Sent supervisory reports to appropriate MOH officials Yes
- 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).

- 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 have all been 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.

## **Annex 1:**

### ***Additional Activities January – September 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; and
- 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 Vulnérables) 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*”.
- Participation in the steering group meeting on the *Préparation de la Campagne d’Imprégnation de Masse des Moustiquaires*. 15-18 July
- Participation in the planning meeting for the workshop for the training on and development of advocacy tools for nutrition. 16 July
- Participation in the workshop which developed the TOR for the political environmental analysis regarding nutrition. 29 July
- Participation in the national workshop on the review of materials and training methodologies for health and hygiene.
- Participation of three staff in the World AIDS Conference in Barcelona. 4-14 July
- Participation in the steering committee on Child Labor. 17 July
- Meeting with Ciré Diallo of Save the Children regarding administrative measures for closing this grant.
- Courtesy meeting with Ann Hirschey. 22 July
- Meeting with the Cabinet DIARRA regarding GP/SP’s USAID certification. 30 July
- Meeting with Lydia Clemmons on piloting of community surveillance kits. 8 August
- Participation in the preparations for HIV/AIDS month. 19 August
- Meeting with the Minister of Health to give a report on the activities of GP/SP and to discuss the bottlenecks around the implementation of “*Un Cercle Une ONG*”.
- Participation in the meeting of the of the Steering Committee for the *Centre National des Ressources de l’Education Non Formelle*. 27 August
- Meeting with the Cabinet DIARRA and USAID to review the assistance provided to GP/SP 3 September
- Meeting with Carolyn, Director of the CDC project, “Support for Civil Society Organization Responding to HIV/AIDS in Mali”. 19 September
- Meeting with the working committee regarding community surveillance kits. 20 September

### 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)

#### *Third quarter:*

There were no supervisions during the third quarter as staff focus was on conducting the final evaluation and administrative measures necessary to close the grant.

### **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 Lakan*" 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 4<sup>th</sup> regarding the 2<sup>nd</sup> 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). 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 21<sup>st</sup>. 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" theatrical 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 will be managing advocacy activities 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**

***Annual Report***

***For the period***

***1 January – 31 December 2002***



Chata Mariko, of Garalo commune, with her daughter:  
The Positive Deviance approach succeeded in combating  
her child's malnutrition.

***Save the Children***

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

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**LIST OF ACRONYMS**

**Sikasso Health Program**

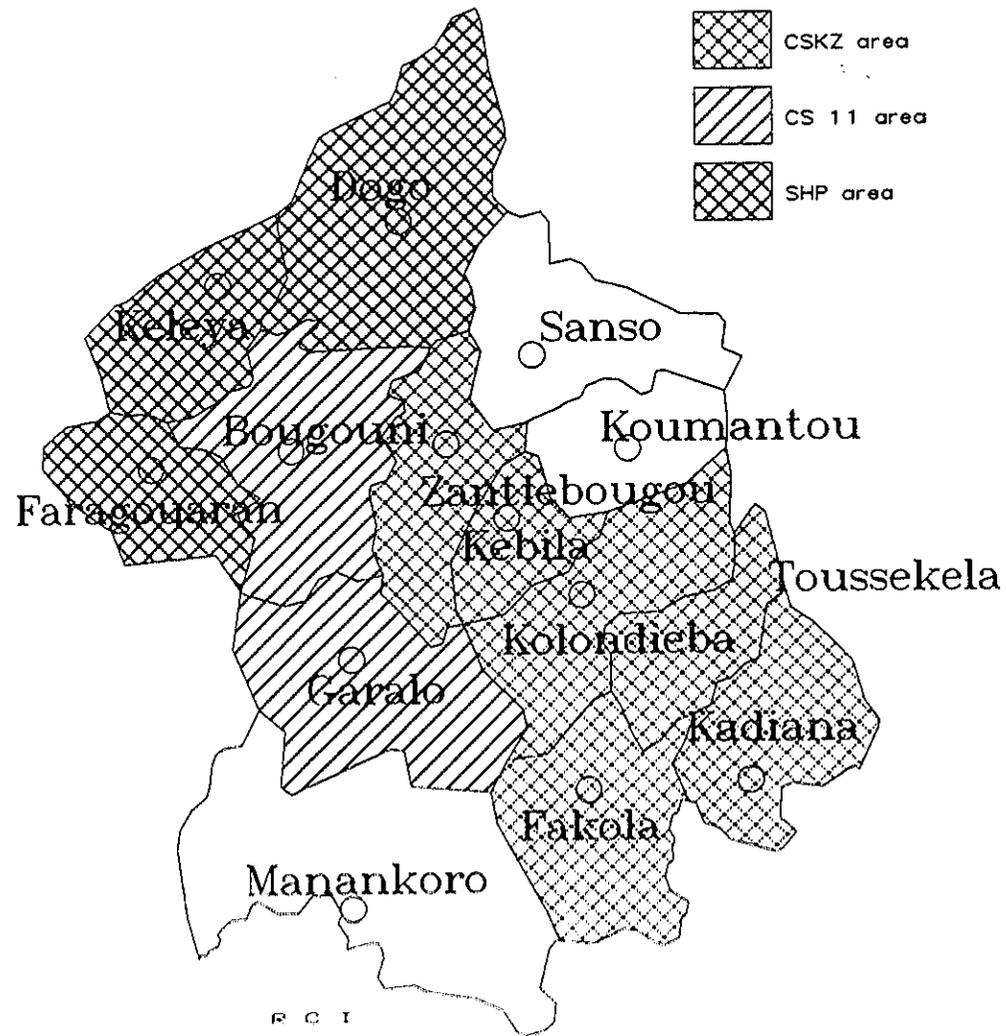
<b>APF</b>	Agent de Planning Familial
<b>ASACO</b>	Association de Santé Communautaire
<b>AVN</b>	Agents Villageois de Nutrition
<b>CPN</b>	Consultation Pré-natale
<b>CPON</b>	Consultation Post-natale
<b>CPR</b>	Contraceptive Prevalence Rate
<b>CS</b>	Child Survival
<b>CSAR</b>	Centre de Santé d'Arrondissement Revitalisé
<b>CSCom</b>	Centre de Santé Communautaire
<b>CSP</b>	Couple Semester Protection
<b>CVS</b>	Comité Villageois de Santé
<b>CYP</b>	Couple Year Protection
<b>DRSP</b>	Direction Nationale de Santé Publique
<b>FE</b>	Final Evaluation
<b>FELASCOM</b>	Federation Locale des ASACOs
<b>FENASCOM</b>	Federation Nationale des ASACOs
<b>FP</b>	Family Planning
<b>FPA</b>	Family Planning Animator
<b>ICPM</b>	Infirmier Chef de Poste Médicale
<b>INRSP</b>	Institut National de la Recherche en Santé Publique
<b>MOH</b>	Ministry of Health
<b>OPK</b>	Observatoire de Population de Kolondiéba
<b>ORS</b>	Oral Rehydration Solution
<b>RH</b>	Reproductive Health
<b>SC</b>	Save the Children
<b>SIS/HIS</b>	Health Information Systems (Data Base)
<b>SPE</b>	Surveillance Préventive des Enfants (Growth Monitoring)
<b>SSS</b>	Services Socio Sanitaire
<b>TBA</b>	Traditional Birth Attendant
<b>VHC</b>	Village Health Committee

# SIKASSO HEALTH PROGRAM WORK AREA

DISTRICT OF BOUGOUNI AND KOLONDIÉBA

## SC Health Programs Areas

-  CSKZ area
-  CS 11 area
-  SHP area



## 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 local communities, a trend that SC has supported and helped to mentor particularly at the community level.

Beginning in 1995, the Child Survival 11 (CS 11) 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 11. Through the SHP, Save the Children targeted seven new health zones in the Bougouni district. This catchment area is composed of 117 villages with a ***total population estimated at 77,150*** in 2002.

### 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

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 of village pharmaceutical banks;
- Continued record keeping for target populations using a village data collection system; and
- Maintenance of a data collection system for all village health activities to be made available to all interested parties (i.e., ICPMs).

### **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.

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 *Services Socio-Sanitaire* (SSS) and local

communities to manage and provide quality health services. The *Sikasso Health Program* has contributed to the establishment of:

- ✓ Six functional ASACOs, which manage
- ✓ Six functional CSComs.<sup>1</sup>

In the SHP areas, the Ministry of Health's (MOH) minimum package of activities is available at the village level.<sup>2</sup>

### ***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.

\*\*\*\*\*

<sup>1</sup> Because of ongoing problems with the ICPM in Meridièla, the CSCom was closed in March 2002. All furnishings and supplies were removed.

<sup>2</sup> 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.

### **Operational Objectives for the reporting period January to September 2002**

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

- Collaboration between Save the Children/USA, the 7 ASACOs,<sup>1</sup> 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 18 doctors and nurses in Bougouni; 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:

- ⤴ The Columbia University supported *Safe Motherhood* project focuses on improving emergency obstetric care in the Bougouni and Yanfolila referral health centers (CSRefs). This project is ongoing.
- ⤴ Research supported by Johns Hopkins University on anti-microbial resistance studied the correct administration of medicine to children through CSComs and village run pharmaceutical banks. The results of this study are being published. As a follow-up to some of the findings of this first study, Johns Hopkins University is supporting a new study on financial access to health services.
- ⤴ The CDC funded *Malaria Prevention and Control Project* has begun activities in 38 health zones in the Bougouni, Yanfolila, and Kolondièba districts. This project has expanded our work in village run pharmaceutical banks and promotion of insecticide-treated bed nets.

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<sup>1</sup> After March 2002 and the closure of the Meridièla CSCom, we worked with six ASACOs, while ensuring a minimum package of activities for Meridièla.

- ^ *Positive Deviance* activities were implemented in 14 villages in 2002 (12 new villages, plus two villages from the 2001 program with persistent rates of malnutrition). In June and July of 2002, an impact evaluation was conducted by Guy Koppe, a graduate student at Tufts University. Amongst many other interesting findings, the study found that the *Positive Deviance* approach had a positive impact on improving children's nutritional status, particularly in the food scarce cultivation period and particularly for 26-36 month-olds. As well, the study found that improvements in nutritional status were maintained 5 and 13 months after the « hearths » were discontinued, which seems to indicate that mothers continued the best practices learned during the project.<sup>1</sup> A copy of a presentation of the study's results was circulated to a number of partners, many of whom seem very interested in using this approach. (See text box below).

As our Semi-Annual Report reported on activities through June 30<sup>th</sup>, 2002 and, with the program ending September 30<sup>th</sup>, the period July-September 2002 focused on completing activities to close this project.

<sup>1</sup> As can be seen in this table, the project improved nutritional status as compared to baseline, and, 13 months after the intervention, these improvements were maintained.

	Baseline	Final evaluation (+5 months)	Follow-up (+13 months)
Normal	13%	50%	54%
Moderate	58%	39%	35%
Severe	29%	10%	11%

### Positive Deviance – A promising approach

Save the Children's activities in Positive Deviance have had very encouraging impacts on child malnutrition. For example, Chata Mariko, from the commune of Garolo, saw her daughter's weight and health improve both dramatically and sustainably thanks to this approach. Her child advanced to the green band (no malnutrition) from the yellow band (moderate malnutrition) by project end.

What is remarkable about Chata's story, from the program point of view, are two things. First, Chata herself stated that it was the hearth rehabilitation program, with its simple focus on weighing and nutrition, and not prescriptions for medicines given by the CSCOM, that helped her daughter. Her realization gives us hope that simple yet effective approaches are indeed understood and appreciated by project participants. As well, however, her statements remind us that so much behavior change rests on beneficiaries being able to see fairly immediate positive changes – not necessarily the case with other health prevention activities.

Second, she also stated that she later showed a visiting friend whose child was not well nourished how to prepare some of the recipes (such as "*bouillie enrichie*") that she learned in the program. Thus, Chata herself became a "positive deviant", just like the women she had learned her new recipes from. With time, we are hopeful that more and more women will share their "deviant" behaviour with their neighbors, thus creating new social norms around children's nutrition.

Chata and her daughter are featured on the cover of our Annual Report.

**II. USAID Reporting Indicators: January - September 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): **2425**
- 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: **2364**
- b) Estimated number of children 12-23 months intervention zone: **3009**
- c) Name of last survey: *Routine data collection*. Date conducted: 30/09/02

**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: **62**
- b) Number of children less than 3 years old who have had diarrhea in the last two weeks: **75**
- c) Name of last survey: *Final Evaluation*. Date conducted: 30/07/02

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

- a) Number of TT doses administered to pregnant women: 2315
- b) Estimated number of pregnant women in the target population: 3857
- c) Name of last survey: *Routine data collection*. Date conducted: 30/09/02

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

- a) Number of women receiving 2 or more TT doses during pregnancy: 1566
- b) Estimated number of pregnant women in target area: 3857
- c) Name of last survey: *Routine data collection*. Date conducted: 30/09/02

**Indicator: Assisted deliveries**

- a) Number of women assisted by trained provider last delivery, CSCom level: 963
- b) Number of women assisted by trained provider last delivery, village level: 2564<sup>1</sup>
- c) Estimated total number of pregnant women in the intervention zone: 3857
- d) Name of last survey: *Routine Data Collection*. Date conducted: 30/09/02

<sup>1</sup> In our January to June 2002 Semi-Annual Report, we reported that 415 women had been assisted by a trained provider at the CSCom level in their last delivery, and that 941 women had been assisted by a trained provider at the village level. The increase in the latter indicator for the year is due in part to the fact that the Meridièla CSCom has closed and therefore all births in this zone are attended by TBAs. Please also note that each village has two TBAs.

**Indicator: Couple Years of Protection for modern methods: women of reproductive age (15 - 49 years old)<sup>1</sup>**

Number of CSP for the following modern methods:

i)	Oral contraceptives	303
iii)	Condoms	233
iv)	Foaming tablets	109
v)	Depo/injectables	293
<b>TOTAL:</b>		<b>938 CYP</b>

**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	126
iii)	Condoms	85
iv)	Foaming tablets	15
v)	Depo/injectables	85
<b>TOTAL:</b>		<b>311 CYP</b>

***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**

<sup>1</sup> Conversion factors:

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

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

- 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<sup>1</sup>**
- 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: **36**
- 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**

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<sup>1</sup> No new peer educator trainings were held after June 30 2002, therefore the result is the same as reported on that date.

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

- a) Number of referrals of 15-24 year olds made by *peer educators*: 236
- 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: 13,126
- b) Estimated total number of mothers in intervention zone: 14,887
- c) Name of last survey: *Final Evaluation*. Date conducted: 30/07/02

**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<sup>1</sup>
- b) Number of mothers who recognize at least one danger sign of respiratory infection: 13,651
- c) Estimated total number of mothers in intervention zone: 14,887
- d) Name of last survey: *Final Evaluation*. Date conducted: 30/07/02

<sup>1</sup> Please note that for indicator a), the same result of 8,723 was given in the Semi-Annual Report of June 2002, while the figure for indicator b) in June was 12,758. The b) indicator was evaluated in a recent study and was found to have increased. The a) indicator, however, was not evaluated between June-September 2002. Since the figure of 8,723 was obtained less than a year ago, we thought it reasonable to include it here.

**Indicator: Client knowledge of STI preventive practice**

- a) Number of individuals citing at least two acceptable ways of protection from STI infection: 27,802
- b) Estimated total target population in intervention zone for STI messages: 30,057
- c) Name of last survey: *Final Evaluation*. Date conducted: 30/07/02

***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: 6<sup>1</sup>
- b) Number of PVO supported facilities: 7<sup>2</sup>

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<sup>1</sup> Due to the Meridièla CSCom closing.

<sup>2</sup> We support the community but the facility is closed.

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

End of Agreement (2002) Objectives	Baseline	Achievement through September 2002	Target CY 2002	% Attained 2002 Objectives
<b>ACCESS-IMPACT</b>				
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%
<b>ACCESS- PROCESS</b>				
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%
<b>QUALITY – IMPACT</b>				
48 community health personnel trained in IMCI	0	36	48 <sup>1</sup>	75%
a) 40 CHAs correctly assessing and treating children under 5 with presumptive malaria and counseling their caretakers	0	36	40	90%
b) 40 CHAs correctly assessing and treating children under 5 with diarrhea and counseling their caretakers	0	36	40	90%
c) 40 CHAs correctly assessing and treating children under 5 with pneumonia and counseling their caretakers	0	36	40	90%
d) 40 CHAs correctly assessing and treating children under 5 who are malnourished	0	36	40	90%

<sup>1</sup>In 2001, initially 48 people had been identified as trainees. However, due to budgetary restrictions the total number of persons to be trained was reduced to 40, and this by eliminating 8 trainees who were non-service providers. Subsequently, the MOH further reduced the class size to 36. As we noted in the last Semi-Annual report, the timing of trainings and the size of the group trained are factors controlled by the MOH. Therefore, the figure of 36 HWs represents the size of the group the MOH wanted to train.

End of Agreement (2002) Objectives	Baseline	Achievement through September 2002	Target CY 2002	% Attained 2002 Objectives
and counseling their caretakers				
80% births assisted by a trained health attendant	34%	91.45%	80%	114%
7 CSComs offering CS interventions according to international and national standards	3	6	7	85%
<b>QUALITY - PROCESS</b>				
350 village health committee members trained in emphasis behaviors for CS and danger signs	0	272 <sup>1</sup>	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 <sup>2</sup>	1050	89%
<b>PROMOTION - IMPACT</b>				
80% of children aged 12-23 months vaccinated for measles by age 12 months	20.2%	78.6%	80%	98%
80% of children 12 to 23 months who are fully vaccinated before their first birthday	4.8%	78.6%	80%	98%
90% of women who received at least 2 doses of tetanus toxin (TT) during pregnancy	31.7%	83%	90%	93%

<sup>1</sup> 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.

<sup>2</sup> Because of the collapse of the CSCom in Meridièla, the planned target could not be realized. The achievement of 938 visits represents those in 6 *aires de santé*, comprising 97 villages. The difference between the target (1050) and realization (938) is 112 visits, which is about the number that a typical CSCom such as Meridièla would require in a given period, recalling that each serves around 20 villages, each with its own *Village Health Committee* comprising: 40 APFs, 40 AVNs, and 40 ATs.

50% Contraceptive Prevalence Rate (CPR) for men/women of reproductive age (15-24)	2.2%	47.7% <sup>1</sup>	50%	96%
50% of men reporting condom use during last casual sexual encounter	19.2%	36.3% <sup>2</sup>	50%	73%
90% of men/women of reproductive age knowing at least two acceptable ways of protection against STIs	17.4%	92.5%	90%	102%
80% of Children under age 3 with diarrhea in the last 2 weeks who received ORS	14.9%	82.7%	80%	103%
80% of caretakers of Children under age 3 with diarrhea in the last 2 weeks who sought treatment at a health facility	14.9%	74.7%	80%	93%
80% of Children under 4 months who are exclusively breast-fed	3.5%	69.9%	80%	87.3%
1000 couple years of protection for modern contraceptive methods	Unevaluated	938	1000	94%
<b>PROMOTION – PROCESS</b>				
1860 IEC/BCC sessions given on emphasis behavior and danger signs	0	1662	1860	89%
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				

<sup>1</sup> In the Semi-Annual Report of June 2002, we reported a rate of 21% for this indicator and stated: "We were overly optimistic when the target (of 50%) was established." As can be seen in the table above, the project achieved 47.7% in 2002, significantly higher than we expected. We believe that a number of additional activities we undertook, such as 33 theatrical presentations by the Theatrical Group "Do", and radio spots on Radio Banimonotiè, strongly contributed to this result.

<sup>2</sup> In the Semi-Annual Report of June 2002, we reported a rate of 29.2% for this indicator and stated: "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". As can be seen in the above table, the project achieved 36.3% for the year. Given that behaviour change occurs in several steps over time, we find the increase met our expectations.

in health sessions given by TBAs	0	10,806	10,245	105%
<b>CAPACITY – IMPACT</b>				
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 %
7 CSComs reporting 100% cost recovery	2	6 <sup>1</sup>	7	86%
90% of CSComs tracking vaccination coverage through graphical data	0	85% <sup>2</sup>	90%	95%
100% of CSComs submitting reports on time	33%	85% <sup>3</sup>	100%	85%
<b>CAPACITY – PROCESS</b>				
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 %

<sup>1</sup> As noted before, the CSCom in Meridièla was closed in March 2002.

<sup>2</sup> All CSComs track vaccinations graphically, except for Meridièla which closed in March.

<sup>3</sup> See number 2.

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#### IV. Additional Activities: January-September 2002

Due to termination of the program in September 2002, there were few additional activities in the final period between June 30 and September 30, 2002. Therefore, with a few exceptions, the following Access, Quality and Promotion activities are those described in our Semi-Annual Report.

##### 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
- 3,105 pregnant women (compared to 3077 reported in the Semi-Annual Report) 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.
- One staff attended Save the Children's Health Program Learning Group (PLG) workshop in the USA.
- Training of 18 health workers in IMCI.
- Two workshops in Bamako to discuss the results of a study on the correct administration of medicines in villages and CSComs to children under 5 years.
- A workshop on the results of an evaluation of *Positive Deviance* activities was held in Bamako.
- In September, participation in a workshop to discuss experiences, lessons learned and challenges in the execution by PVO/NGO partners of USAID's health program.

##### 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;

- 501 IEC sessions (compared to 412 reported in the Semi-Annual Report) 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:**

We believe that, above all, the *Sikasso Health Program* has demonstrated the importance of effective community involvement in improving the quality of health services available at the community level and beyond. As we noted in our *Semi-Annual Report* of June 2002, the project has demonstrated that ASACOs do have the capacity to manage self-sustaining CSComs. Aside from the need to continue strengthening their management (including, especially, literacy and financial management) capacity, we are convinced that the key to ensuring access to quality care at the community level rests in the ASACOs ability to, on the one hand, create or increase demand by their members and, on the other hand, to use this demand as leverage in their discussions with CSComs, Communal Councils, and regional health authorities. The effectiveness of a model such as our village drug kits to achieve the objectives of the PRODESS, depends on this demand-driven approach.

With regard to behavior change, the *Positive Deviance* model seems to be a very promising approach that might be used in other areas, such as HIV/AIDS and STDs prevention.

### **Impact:**

As we noted in the *Semi-Annual Report* of June 2002, one of the most important impacts of the project has been the active engagement of people at the grassroots level due to an increase in their level of knowledge, interest, and involvement in matters pertaining to their health. "*Demand*" for accessible health services now exists. Ensuring that "*supply*" functions properly will be an ongoing challenge, particularly in the hard to reach rural areas. Providing ongoing support in strengthening the confidence and capacity of community members to advocate for their needs will continue to be important.

**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 continued through the end of the project in September 2002. 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.

# **MICROFINANCE**

*Annual Report*

*For the period*

*1 January – 31 December 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. Action Plan: January-June 2003

**ANNEXES**

**Annex 1: Minimum Reporting Requirements for Soro Yiriwaso**

**Annex 2: Action Plan: January - June 2003**

### List of Acronyms

AFD	Agence Française pour le Développement
AIMS	Assessing the Impact of Microenterprise Services
APIM	Association Professionnelle des Institutions de Microfinance
BCEAO	Banque Centrale des Etats de l'Afrique de l'Ouest
BMS	Banque Malienne de Solidarité
BNDA	Banque Nationale pour le Développement Agricole
CAS/SFD	Cellule d'Appui et de Supervision des Systèmes Financiers Décentralisés (Ministry of Finance)
CIDA	Canadian International Development Agency
FED	Fonds Européen pour le Développement
GGLS	Group Guaranteed Lending and Savings
GTZ	German Development Agency
MIS	Management Information System
OHADA	Organisation pour l'Harmonisation en Afrique du Droit des Affaires
SC	Save the Children US
SNV	Dutch cooperation agency
SYSCOA	Système de Comptabilité Ouest Africain
WAI	Weidemann Associates, Inc.

## I. Introduction

As we indicated in the *Semi-Annual Report*, the past year marked a watershed in the development of this young microfinance institution (MFI). Numerous key activities were implemented further consolidating Soro Yiriwaso's reputation and sustainability, such as:

**Implementation of the business plan:** Following its business plan for 2001-2005, Soro Yiriwaso consolidated activities in older zones such as Bougouni, Kolondièba and Garalo (closing its branch office in this last locality) and expanded activities into new zones such as Selingué, Niena, Finkolo, Blendio and N'Kourala (including the opening of new branch offices in Ouéléssébougou and Sikasso).

**Continuing dialogue with beneficiaries:** With a view to learning more about client needs in order to more firmly establish the institution in the community, Soro Yiriwaso commissioned an impact evaluation in 2002, which included a comparative study of clients and ex-clients, an evaluation of client and ex-client satisfaction, and research on non-satisfied needs.

Upon completion of the study, Soro Yiriwaso put in place a number of new measures to address the findings. For example, modifications were made to existing products (such as Solidarity Loan 1), and new products developed (for example, individual loan and agricultural credit). As well, as a result of the rich data that was culled from forums used in the study, Soro Yiriwaso plans on institutionalizing regular forums with clients.

**Staff capacity building:** Staff capacity building is a continuous process at Soro Yiriwaso. Training workshops were organized throughout 2002, and offered by Soro Yiriwaso or other partners such as Save the Children, APIM, and Weidemann Associates. As part of its human resource policy, Soro Yiriwaso developed new staff evaluation systems this year, which put greater emphasis on job performance and individual professional development.

**Development of new partnerships:** Soro Yiriwaso established contacts with a number of financial institutions such as BNDA and BMS, as well as with donors such as GTZ, FED, Plan International, and Swiss Cooperation, among others. Soro Yiriwaso will be submitting a proposal to USAID Washington's IGP Program early in 2003.

The implementation of these and other activities have had their effect on Soro Yiriwaso's results for 2002, whether in the areas of organizational development, work quality, total portfolio, number of clients and operational and financial self-sufficiency. Overall, Soro Yiriwaso now works with **10,086 women** and disbursed, between 1999 and 2002, over **1,524,000,000 FCFA** in loans. Soro Yiriwaso continues to experience some problems in obtaining needed loan capital funds from financial institutions, due to the continued delay by the Ministry of Finance to approve its licensing request (submitted in April 2001). As well, the situation in Ivory Coast has definitely had a negative impact on economic activity in the intervention zone.

However, as noted below, Soro Yiriwaso was able to achieve excellent results in 2002:

INDICATORS	31/12/2002	31/12/2001	31/12/2000	31/12/1999
Number of active clients	10,086	6,814	5,646	3,708
Portfolio outstanding (FCFA)	347,871,501	139,081,962	86,124,000	63,665,154
Number of active loans	9,707	6,367	4,872	3,708
% Portfolio at risk (>30 days)	1%	1.7%	8%	0.4%
Amount disbursed (FCFA)	863,185,000	311,385,000	230,407,000	119,240,000
Number of loans disbursed	18,142	11,036	8,748	3,744
Mandatory savings (FCFA)	48,624,990	17,580,459	13,115,334	6,417,452
Operational self-sufficiency	52%	35%	31%	27%
Financial self-sufficiency	50%	33%	30%	25%

The above table traces progress from 1999 to 2002. By June 2002, and as reported in the *Semi-Annual Report*, Soro Yiriwaso had already achieved its targets for 2002. In the last half of the year, key indicators continued to improve:

- The number of clients increased from 6,814 clients at the end of 2001 to 10,086 clients on December 31<sup>st</sup>, 2002, an increase of 48%.
- The portfolio outstanding December 31<sup>st</sup>, 2002 was 347,871,501 FCFA, as against 139,081,962 FCFA on December 31<sup>st</sup> 2001, an increase of 150%.
- Mandatory savings increased to 48,624,990 FCFA by the end of 2002, up from 17,580,459 FCFA the previous year, an increase of 177%. This significant increase denotes strong client confidence in our institution.
- Operational self-sufficiency increased 52% from 35% a year earlier, an increase of 49%.
- Soro Yiriwaso disbursed 64% more loans in 2002, disbursing 18,142 loans throughout 2002, as compared to 11,036 in 2001.
- Correspondingly, Soro Yiriwaso dramatically increased the total annual amount disbursed by 177% in 2002, disbursing 863,185,000 FCFA in 2002, over 311,385,000 FCFA in 2001.

## II. Activities

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

### A. Consolidation and Expansion

According to its business plan, Soro Yiriwaso reviewed staff performance and its existing markets. Based on this review, Soro Yiriwaso redeployed part of its personnel to other existing zones or to new zones. This redeployment increased

equity between agents in the size of areas they cover, as well as increasing average number of clients per agent from 297 in June 2002, to 360 in December 31<sup>st</sup>, 2002. As a result of this market analysis, Soro Yiriwaso decided to open two new branches in Sikasso and in Ouéléssébougou, which are now operational and performing well.

## **B. Increased Client Focus**

With the goal of improving client services, Soro Yiriwaso commissioned an impact evaluation in 2002. The objective of this study was to understand clients' points of view on aspects of the program they most appreciated and areas of dissatisfaction, as well as to know the impact of their participation in the program on their daily lives. The study included both quantitative and qualitative components. In addition to the study, Soro Yiriwaso organized formal and informal fora to learn partners' views of Soro Yiriwaso's program and its approach. Concluding from the information collected from these exercises, Soro Yiriwaso made modifications to existing products and introduced two new products to satisfy client expressed needs:

- Solidarity Loan 2, with an amount of between 105,000 and 300,000 FCFA.
- Individual Loan 1, with an amount of between 105,000 and 300,000 FCFA.

This new variety of products allows clients to choose between continuing in their solidarity groups, or to move on to an individual loan. However, in the interests of caution, access to the new individual loan is dependent on clients having successfully reimbursed a solidarity loan.

Difficulties encountered (mentioned above) did not allow Soro Yiriwaso to obtain additional capital funds in 2002. For that reason, the new individual loan product could not be offered in 2002.

## **C. Capacity Buidling**

The members of the Board of Directors received training in monitoring of MFIs, in particular on Financial Ratio Analysis. Training on MFI legislation is planned for the first half of 2003.

Field agents were able to attend a number of trainings during the year, in areas such as: marketing, accounting, business plan development, the new individual loan product, OHADA (*Organisation pour l'Harmonisation en Afrique du Droit des Affaires*) and SYSCOA (*Système de Comptabilité Ouest Africain*) rules and criteria, MFI internal auditing and controls, community mobilization techniques, donor diversification strategies, human resource management, and grant and arrears management.

Monthly meetings are held regularly in every branch office, allowing staff members to exchange with each other on program implementation. Difficulties are discussed,

solutions shared and planning for the next month is undertaken. Quarterly meetings have now also been introduced, to allow for better activities planning.

#### **D. Introduction of SAF 2000 Software**

During 2002, in collaboration with Weidemann Associates (WAI), Soro Yiriwaso installed the SAF 2000 software to improve the day-to-day management of its loan portfolio. Unfortunately, the implementation of this activity was hampered by a number of problems, with the result that the software is still not fully operational. For instance, after the installation, Soro Yiriwaso discovered a number of “bugs” which remain to be fixed. A good number of reports that the software produces have still not been adapted to Soro Yiriwaso’s specific needs. As part of the contract, Soro Yiriwaso was supposed to have received 6 months of technical support after the software installation. Such support could perhaps have resolved some of the problems unearthed; however support has been patchy at best. This technical support is crucial not only to solving problems but to ensuring the effective use of the software, which was a significant investment.

Unfortunately, numerous contacts with Weidemann have not resulted in a satisfactory solution. For this reason, we fear that Weidemann is unwilling or unable to meet its remaining obligations as per the contract. We continue to search for alternative solutions in order to complete the operationalization of this software.

#### **E. Strengthening of Partnerships**

Soro Yiriwaso has developed dynamic partnerships with a number of financial institutions that are established in its intervention zone. Soro Yiriwaso opened accounts at the BNDA in Bougouni, Ouéliessébougou, Niena, Sikasso and Kadiolo. Soro Yiriwaso also has accounts with Kafo Jiginew in Manakoro, Loulouni, Garalo and Selingué. Soro Yiriwaso enjoys good working relationships with these institutions. Soro Yiriwaso also has had positive contacts with the BMS, including a visit by its Board of Directors.

Finally, Soro Yiriwaso developed a funding strategy which was approved by its Board of Directors in November, 2002. As part of this strategy, Soro Yiriwaso has been in contact with two Malian banks to negotiate access to capital funds in order to meet increased demand for loans. However, realizing the long-term nature of these negotiations, Soro Yiriwaso also began contacting traditional donors in order to ensure the institution’s functioning until agreements with Malian financial institutions could be reached. Donors contacted include: AFD, CIDA, FED, GTZ, Plan International Mali, Belgian Cooperation and SNV.

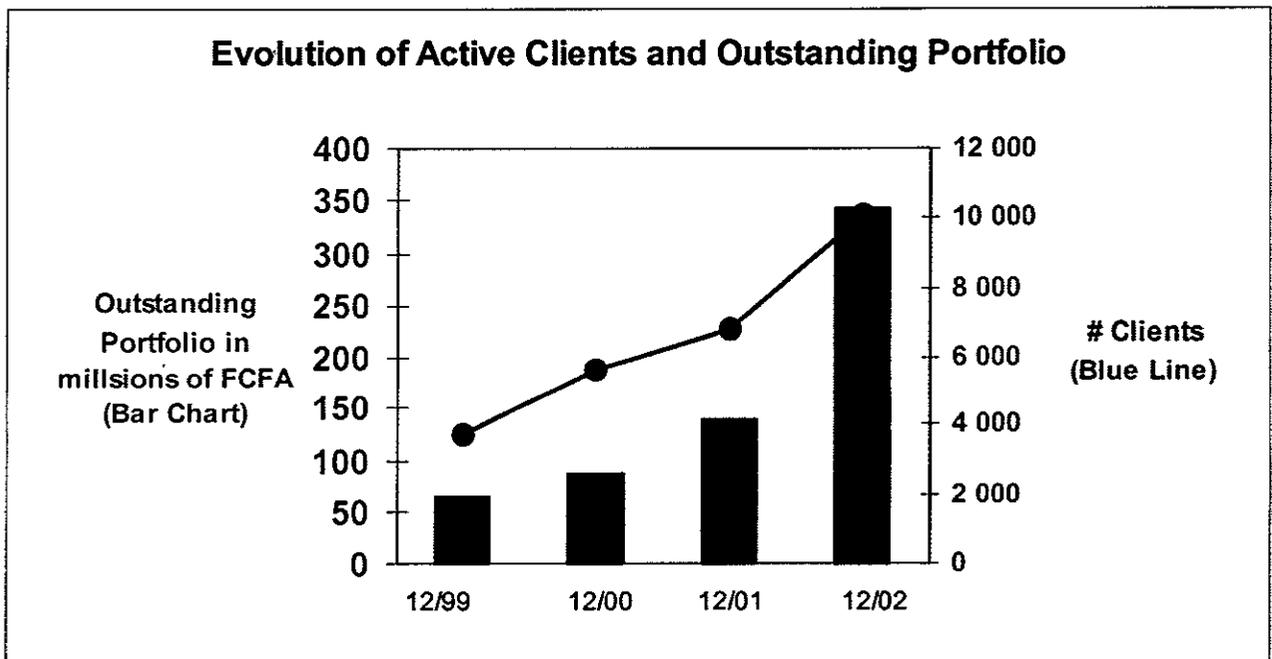
### III. Results

The table below compares planned versus actual results in 2002.

Indicators	Planned Dec 31, 2002	Actual December 31, 2002	Progress in achieving target
Number of Clients	9,732	10,086	103%
Portfolio Outstanding (FCFA)	342,072,000	347,871,501	102%
Number of Active Loans	9,050	9,707	107%
Portfolio at Risk (> 30 days)	≤ 5%	1%	N/A
Amount Disbursed (FCFA)	738,109,000	863,185,000	117%
Number of Loans Disbursed	14,851	18,142	122%
Mandatory Savings (FCFA)	27,000,000	48,624,990	180%
Operational Self-Sufficiency	45%	52%	116%
Financial Self-Sufficiency	44%	50%	114%

The table shows that Soro Yiriwaso achieved impressive results in the three priority areas of scale, portfolio quality, and sustainability.

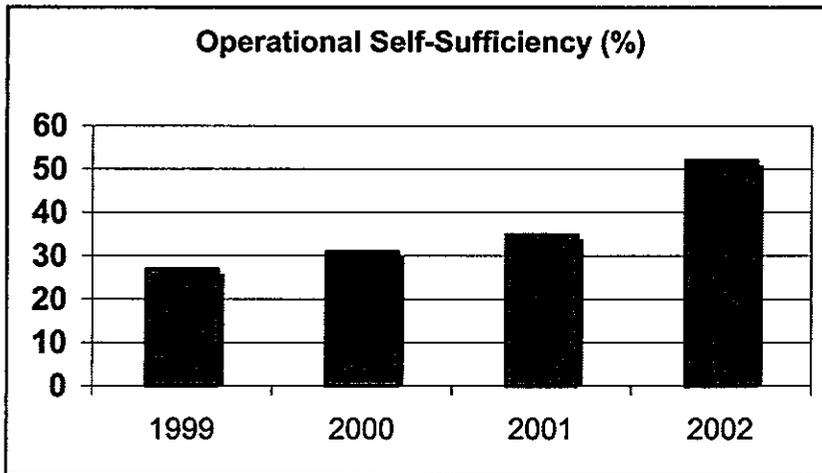
**Scale:** The number of clients on December 31st, 2002 was 10,086 as compared to a planned target of 9,732, an achievement of 103%. Soro Yiriwaso's continuing efforts to know its clients' needs, and its market analysis resulting in consolidation and expansion, are the two main causes of this achievement.



**Portfolio quality:** The portfolio at risk (> 30 days) decreased from 8% at the end of 2000 to 1% in December 2002. As reported in the *Semi-Annual Report* of June 2002, Soro Yiriwaso undertook the following activities to ensure the maintenance of a quality portfolio:

- Training staff in arrears management and in community mobilization;
- Building staff capacity in working with women's associations; and
- Rigorous management of arrears in an attempt to change behaviors of clients with repayment problems.

**Sustainability:** Soro Yiriwaso was able to cover 52% of operational costs by December 2002, versus a target of 45% - a rate of achievement of 116%. Soro Yiriwaso has demonstrated its increasing capacity to maximize income and minimize costs in the pursuit of full operational self-sufficiency.



#### IV. Impact of Activities

The impact evaluation study was finalized in June 2002. The study, using AIMS diagnostic tools, comprised quantitative and qualitative components and revealed clients' assessment of the program. Access to capital was cited by 88% of clients, both rural and urban, as the most important benefit of the program. Clients also cited the following elements as attractive to them: solidarity lending, Soro Yiriwaso's client-based approach, trainings on loan criteria and management, mandatory savings, group cohesion and inter-group solidarity resulting from the program, and the fact that loan amounts are uniform for all members of a solidarity group.

The study also gathered the opinions of former clients. More than 80% of former clients surveyed revealed that their experience of the program had been positive or very positive, and more than 92% stated that loans had allowed them to meet real needs in education, health and food/nutrition. As a result, more than 80% of former clients would like to participate in the program again.

Clients were also asked about aspects of the program that were less satisfactory to them. The study revealed:

- Loan periods were judged too short by 46% of those surveyed.
- Loan reimbursement cycles were judged too short by 32% of those surveyed.

- Loan amounts were judged too low.

In an attempt to address some of these perceived shortcomings of the program, Soro Yiriwaso enacted the following measures:

- Introduction of a second solidarity loan (Solidarity Loan 2), with a higher loan amount of between 105,000 and 300,000 FCFA, with an increased term of eight months (from six months).
- Introduction of a new individual loan (Individual Loan 1), with a loan amount of between 105,000 and 300,000 FCFA and term of eight months.

As in previous reports, we are able to present a number of case studies which attest to the program's positive impacts on poor rural and urban women in the Sikasso region.

Rokia Haidara, from the village of Kolomba in the Kolondièba district, is 30 years old and the mother of two children. She became a client of Soro Yiriwaso in 1998, with a first loan of 25,000 FCFA with which she began to sell smoked fish and high-quality woven cloth from the Mopti region. She re-invested the profits from her small enterprise to purchase two sheep. She has since increased her flock and is able to sell sheep periodically, further augmenting her capital base. Added to her latest loan of 75,000 FCFA, Rokia plans to engage in complementary activities in the sale of leather shoes and woven *pagnes*, again from the region of Mopti, an area renown for its quality. She will begin traveling to the area herself to make purchases, in order to further increase her profit margin by cutting out various middlemen. Rokia believes that the small loans offered by Soro Yiriwaso have helped many women like herself in Kolondièba to avoid financial difficulties in meeting their basic needs.



Madame Koné, née Sanata Diallo, is a member of the Tomina Village Association in Kolondièba. Married with eight children, Madame Koné buys and stocks grains such as millet, rice and fonio, some of which she uses to meet her family's food needs and the rest of which she resells when prices climb. She organizes her loan schedule in order to be assured of access to credit at harvest time. In this way she is able to buy significant quantities of grains

at favourable prices, thus ensuring healthy profits later. Madame Koné believes that among the numerous benefits of the program, one of the most important was the program's contribution to improving her entrepreneurial skills. She states that she would like to see Soro Yiriwaso propose a loan product specifically geared to grain stocking.



Sali Sangaré is 30 years old and lives with her two children and a co-wife in Kadiolo. She has obtained three loans from Soro Yiriwaso thus far, and has experienced no repayment problems. She makes and sells soap (called “*Gabacourini*” in Bambara). In her own words: “I used to buy my raw materials retail (palm oil, karité oil and potash), with which I was able to produce small

quantities of soap. With my first loan of 50,000 FCFA, I was able to buy these raw materials wholesale, which allowed me to increase my production from one sack a week to six sacks per week. With my second loan of 75,000 FCFA, I now produce ten sacks per week, which gives me a weekly income of 40,000 FCFA (4,000 FCFA per sack)”. Sali recognizes how these loans have allowed her to expand her business. However, she believes that the absence of individual loans is constraining many entrepreneurs such as herself and would like to see such a product introduced soon.

## V. Challenges/Lessons Learned

Soro Yiriwaso is ready to deal with the following challenges in the new year:

**Installing a quality MIS:** As was described above, the installation of Soro Yiriwaso’s new MIS (SAF 2000) was hamstrung by a number of problems stemming, for the most part, from the inability or the unwillingness of Weidemann Associates to complete the terms of its contract. It appears that Weidemann has encountered financial and technical difficulties that prevent it from delivering contracted services. Given the importance of this MIS to Soro Yiriwaso’s continued development, Soro Yiriwaso and Save the Children will continue to dialogue with Weidemann in order to achieve a workable solution, while seeking alternative solutions at the same time.

**Fundraising:** Despite Soro Yiriwaso’s impressive progress in the area of self-sufficiency, it has not yet been able to secure agreements with banks like BMS and BNDA for capitalization funds. Soro Yiriwaso is confident that such agreements will be forthcoming once the Ministry of Finance finally accords the necessary licensing agreement. In the meantime, Soro Yiriwaso, acutely aware of the need to cover a still-significant portion of operational costs, will continue its discussions with traditional donors as part of its fundraising strategy.

**Public relations and promotion:** With quality services and products, sound management and human resource policies, and impressive client relations, Soro Yiriwaso is slowly but surely making a name for itself in the MF community. The challenge is not only to maintain this quality, but to increase Soro Yiriwaso’s renown in the MF industry, in order to benefit from exchanges and support.

## VI. Partnerships

In addition to the partnership activities described in the *Semi-Annual Report* of June 2002, Soro Yiriwaso participated in the following partnership activities:

- Participation by staff members in workshops organized by Save the Children on human resource management and grants management.
- Participation in a workshop organized by SC's Democratic Governance program, which brought together MFI and community representatives, in November 2002.
- A visit by the directors of the new Banque Malienne de la Solidarité (BMS) in December 2002.

## VII. Plans for January through June 2003

In order to achieve its objectives in 2003, Soro Yiriwaso plans on implementing the following activities:

- Introduction of the individual loan product in the Bougouni, Kolondièba, Sikasso and Ouéléssébougou branch offices, in the first half of the year.
- Operationalization of the new MIS, SAF 2000, in particular correcting weaknesses that have become apparent during and since initial installation.
- Staff training on new products, as well as in the areas of community mobilization, small business management, marketing, and community organization.
- Organization of training for our partners in the areas of sound management of community organizations, in particular touching on their roles and responsibilities in the analysis, disbursement and recovery of loans made by Soro Yiriwaso.
- Implementation of the expansion plan to new zones in Koutiala, Kignan, Klela and Sanankoroba, and continued market penetration in our current intervention zones, particularly through the introduction of new products.
- Conducting a study to determine procedures and criteria for agricultural and grain stock credit.

**Annexe 1:**

**Minimum Reporting Requirements for Soro Yiriwaso**

<b>A. PORTFOLIO AND OUTREACH</b>	<b>1 January - 31 December 2002</b>
1. Portfolio outstanding	
Beginning of period	139 081 962
End of period	343 117 356
2. Number of active loans	
Beginning of period	6 367
End of period	9 707
3. Average outstanding loan size	
Average outstanding loan size	47 579
Average disbursed loan size	35 347
4. Amount disbursed for the period	863 185 000
5. Number of loans disbursed during the period	18 142
6. Percentage women clients	100%
7. Portfolio with arrears	
Portfolio with arrears of more than 30 days	1 800 381
Portfolio with arrears of 31 to 60 days	1 265 192
Portfolio with arrears of 61 to 90 days	325 831
Portfolio with arrears of 91 days to 1 year	159 022
8. Amount of savings	
Amount of compulsory savings beginning of period	17 580 459
Amount of compulsory savings end of period	47 726 300
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	10 086
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	28
<b>B. INTEREST RATE POLICY</b>	
11. Loan interest rates	
Nominal rate	25%
Effective rate	29%
12. Interest rate paid on savings	0
<b>E. OPPORTUNITY COST OF FUNDS INDICATORS</b>	
47. Local interbank lending rate	6,50%
48. Local 90-day CD rate	4,50%
49. Local inflation rate for the period	0%
<b>F. PERFORMANCE INDICATORS</b>	
50. Total administrative expenses	72 733 543
51. Adjusted financial expenses (check formula)	15 671 478
52. Total adjusted expenses	88 405 021
53. Operational efficiency	30%
54. Adjusted return on operations	41%
55. Loan loss rate	0,4%

**Annexe 1:**  
**Minimum Reporting Requirements for Soro Yiriwaso**

<b>C. INCOME AND EXPENSES INFORMATION</b>		<b>January 1 - December 31, 2002</b>
<b>INCOME</b>		<b>112 479 250</b>
13. Interest and fee income for loans		92 584 275
14. Income from investments		19 894 975
15. Other operating income from financial services		0
<b>EXPENSES</b>		<b>167 807 101</b>
16. Staff expenses		90 318 845
17. Other administrative expenses, including depreciation		75 908 466
18. Loan losses		1 579 790
19. Interest and fee expenses		0
20. Net operating profit		-55 327 851
21. Non Operating Income		0
22. Non operating expenses		0
<b>DONATIONS</b>		<b>171 185 263</b>
23. For operating expenses et subv hors exploitation		171 185 263
24. Capital contribution		0
Loan fund		0
Equity		0
Fixed assets		0

<b>D. BALANCE SHEET INFORMATION</b>		
<b>ASSETS</b>		
25. Cash on hand and in bank		94 996 023
26. Mandatory reserves		0
27. Short term investments		0
28. Loans outstanding		347 871 501
29. Loan loss provision		1 074 291
30. Net portfolio outstanding		346 797 210
31. Long term investment		63 213 122
32. Fixed assets		0
33. Other assets		8 833 388
<b>34. Total assets</b>		<b>513 839 743</b>
<b>LIABILITIES AND EQUITY</b>		
<i>Liabilities</i>		
35. Clients' savings		48 624 990
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
<i>Equity</i>		
41. Paid in equity		0
42. Donated equity		152 856 104
43. Retained earnings		0
44. Other capital accounts		147 380 464
45. This period's profit or loss (including subsidies)		101 765 063
<b>46. Total liabilities and equity</b>		<b>450 626 621</b>

**Annex 2**  
**2003 Action Plan**

ACTIVITES	2002			2003												EXPCETED RESULTS
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Expected Results
<b>Institutionalization</b>																1. Quarterly meetings of Board. 2. Increased awareness of Soro Yiriwaso.
Correct functioning of structures																
Promotional activities																1. An effective software, adapted to Soro Yiriwaso's needs. 2. Assistance to Soro Yiriwaso to correct weaknesses.
<b>Management systems strengthening</b>																
Correction of weaknesses in SAF 2002																1. An effective software, adapted to Soro Yiriwaso's needs. 2. Assistance to Soro Yiriwaso to correct weaknesses.
Technical support visits from SC/US home office																
<b>Research, Launches and Evaluation</b>																1. Continuous information on trends. 2. Satisfy clients' needs for individual loans. 3. Improve individual loan and expand its reach. 4. Develop a methodology for agricultural loan. 5. Put individual loan procedures in place. 6. Improve agricultural loan and expand its reach.
Ongoing data collection																
Launch of individual loan product																
Evaluation of individual loan product																
Study on agricultural and stockage loans																
Test of agricultral and stockage loans																
Evaluation of agricultural loan																1. Certified audits for 2002.
<b>External audig (Evaluation)</b>																
Work by external accounting firm																1. Introduce individual loan product. 2. Open new antenna with staff. 3. Establish an agent to begin activities.
<b>Extension of activities</b>																
Further penetration in current zones																
Opening of branch office in Koutiala																1. Recruit personnel for new nouvelles zones. 2. Strenghten staff capacity in various aspects. 3. Improved understanding of responsibilities by CG. 4. Strengthen capacity of structure members. 5. Exchange of knowledge and information. 6. Strengthen capacity of senior staff.
Start of activities in Yanfolila																
<b>Training of staff and board of directors</b>																1. Recruit personnel for new nouvelles zones. 2. Strenghten staff capacity in various aspects. 3. Improved understanding of responsibilities by CG. 4. Strengthen capacity of structure members. 5. Exchange of knowledge and information. 6. Strengthen capacity of senior staff.
Vacancies and recruitment																
Training of agents and supervisors																
Training of association leaders																
Training of structure members																
Exchange visits																
Training of senior staff																1. Equip new zones opening in 2003. 2. Equip new zones opening in 2003.
<b>Equipment purchases</b>																
Moto acquisition																1. Equip new zones opening in 2003. 2. Equip new zones opening in 2003.
Furniture for branch offices																

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# **COMMERCIAL GARDENING AND WELLS**

*Annual Report*

*For the period*

*1 January – 31 December 2002*



*The additional well constructed with Faragouran GVM in 2002*

**Save the Children**

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

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Annex 1 – Comparative Charts

### LIST OF ACRONYMS

<b>ATI</b>	Appropriate Technology International, now EnterpriseWorks
<b>FASO JIGI</b>	Mutualist Credit Institution
<b>GVM</b>	Groupement Villageois de Maraîchage
<b>JIGIYA</b>	Well Digging Cooperative
<b>SENNASIGI</b>	Gardening Cooperatives
<b>SC</b>	Save the Children
<b>SLACAER</b>	Service Local d'Appui Conseil d'Aménagement et de l'Équipement Rural
<b>SERNES</b>	Service d'Experts pour les Ressources Naturelles et l'Environnement du Sahel
<b>IER</b>	Institut d'Économie Rural
<b>APROFA</b>	Agence pour la promotion des Filières Agricoles

## I. INTRODUCTION

In 2002, Save the Children's Agriculture program installed 38 new gardens in Bougouni and Kolondièba circles. These new gardens bring the total number of gardens assisted by SC to 220. Of these 220 gardens, 216 are under cultivation, for a total area of 54 ha.

The main results in 2002 are the following:

- Production of 1,204 tonnes of vegetables, worth 252,840,000 F CFA;
- 3872 gardeners trained by members of management committees, including a new training in rainy season cultivation techniques;
- Two market gardening fairs were held;
- Two agricultural workshops were held, attended by 376 beneficiaries;
- Regular support and advice given to 8,839 beneficiaries, of which 85% were women;
- Construction and deepening of 114 wells;
- An increase in the loan reimbursement rate to 85%;
- Ten bicycles were accorded to Sennasigi (five in Kolondièba, five in Bougouni) to facilitate travel of female members;
- Four mopeds were accorded to Sennasigi et Jigiya (two in Kolondièba, two in Bougouni) to facilitate activities monitoring;
- A visit by 10 members of Sennasigi to APROFA in Sikasso, an association of potato producers and market gardeners;
- Training of 30 members of Sennasigi in production techniques for green beans and potatoes;
- Training and refresher training for 345 well-diggers, members of Jigiya, on deepening and recuperation of wells;
- Training of 440 membres of GVM management committees in production techniques for green beans and *yiriwa jaba*;
- Training of 78 producers of *yiriwa jaba* seeds; and
- Establishment of a partnership with the IER, for further research into tomato blight.

**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	
1. Number of (new) gardens established	0	8	14	22	26	58	123	59	59	38	38	38 new gardens established in 35 villages.
Number of (old) gardens renovated	14 <sup>1</sup>	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):												216: 2 new gardens (Sele and Djegenina) and 2 old gardens (1 in Fangouan and 1 in Dembaso) are not in production and have been moved.
New:	0	0	0	14	22 + 14 <sup>3</sup>	0	57	59	57	38	36	
Old:	14 <sup>2</sup>	12	6	6	6	66	65	65	122	182	180	
Total cultivated (cumulative)	14	12	20	32	62	66	122	124	179	220	216	

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

<sup>2</sup> See above. These 14 renovated gardens were in production in 1997.

<sup>3</sup> The number of new gardens established in 1998.

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	
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	440	440 members (51% women) of gardening groups trained on the production of <i>yiriwa jaba</i> , sweet potatoes, tomatoes and green beans as well as rainy season cultivation.
Women:	89	204	146	142	107	78	125	174	227	193	225	
Men:	90	136	144	48	88	52	102	116	151	97	215	
4. Number of active cultivators:	600	1300	1144 (600+544)	1700	1894	2640	5059	3939	7307	2320	8839	8839 equals cumulative numbers of active cultivators in the 216 cultivated gardens (81% women).
Women:		780	687	1020	1744	1584	3937	2363	5846	1392	7159	
Men:		520	457	680	150	1056	1122	1576	1461	928	1680	

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Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	
5. Number of cultivators trained by committees in <i>improved gardening techniques</i> (includes those planting for the first time.)	0	960	990	1920	2293	1040	1450	1740	2373	1740	3872	The members of the four newly created gardens for which cultivation has not begun have not yet been trained.
Women:	-	-		1152	1376	624	1160	1044	1495	1044	2864	
Men:	-	-		768	917	416	290	696	878	696	1008	
6. Total vegetable production (in tonnes) <sup>4</sup>	28	153	79	216	249	264	347	620	893	956	1204	12-month production for 180 old gardens and 6 months for the 36 new gardens.
7. Average annual production/garden in tons (Note: Figures for 2000 are for the semester only) <sup>5</sup>	2	5.9	3.9	6.35	5.74	4	5.15	5	6.74	5.25	5.57	The average production per garden is slightly more than expected but less than that of last year. This is due to poor rains which had a negative impact on the cultivation of potatoes and onions.

<sup>4</sup> Indicators 6-17 were calculated based on figures collected from a sample of five people per garden, an approach suggested by USAID.

<sup>5</sup> Indicator 7 is calculated by using annual production figures for gardens that were cultivated year round, and projected annual figures for gardens that were cultivated for less than a year.

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	
8. Value of total production in F CFA (millions)	10	29.75	15	42	44.69	50	66.71	142.6	146.5 m	209.3	252.84	The average price of a kilo of vegetables increased from 175 to 210f/kg during 2002 due to the introduction of higher-priced potatoes and <i>yiriwa jaba</i> . The high price of fresh okra at the beginning of the rainy season contributed to these results as well.
9. Value of vegetables sold in F CFA (millions)	1.2	26.8	10	33.5	33.56	38.7	44.47	95.066	89.37	159.53	160	63.28% of the production. During June and July, okra was the principal crop and was almost entirely sold, fresh and at a very good price.
10. Quantity of vegetables preserved (tonnes)	0	15	0	43	0	44	0.359	103.33	3.396	159.25	5.717	0.50% of the production. For the most part production doesn't meet demand. Thus very few vegetables are preserved.
11. Value of vegetables preserved in F CFA (millions)	0	2.9	0	8.4	0	9.68	0.38	23.766	0.64	34.88	1.2	The great difference with 2001 results is due to the great yields of okra during the rainy season, a large portion of which was dried.
12. Number of garden wells dug/renovated	26	52	54	44	52	52	117	116	124	76	114	38 additional wells were dug to support the old wells in 38 old gardens.

Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	
13. Quantity of vegetables sold (tonnes) (Not included in original project considerations)	-	-	49	144	132.54	176	231.07	413.33	544.77	637	761.91	63.28% of the production; more than expected due to high market prices which encouraged people to sell as much as possible.
14. Average value of vegetables produced/garden, in FCFA	714,000	-	750,000	875,000	840,600	875,000	991,830	1,150,000	1,125,618	1,150,000	1,170,555	Due to increase in average price/kilo of vegetables from 175 F to 210 F.
15. Average annual income per cultivator, in FCFA	16,000	-	14,000	24,700	13,625	21,875	22,535	24,010	28,140	24,010	29,260	Based on 40 cultivators per garden.
16. Quantity of vegetables consumed by cultivators (tonnes)	-	-	30	-	116	44	115.1	103.33	290.294	159.25	436	36% of the production. A large part of the rainy season production is consumed.

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Indicators	Baseline	1998		1999		2000		2001		2002		Comments
	1997	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	Exp	Ach	
17. Value of vegetables consumed in F CFA (millions)	-	-	5	-	18.235	0	21.855	23.776	46.882	34.883	91.560	
18. Number of well digger/mason teams created	26	-	40	114	84	26	53	58	43	38	36	In 2 villages (Dèfina, Sienboukou) 4 teams were considered as 2 and trained.
19. Number of well diggers/masons trained	104	-	160	56	194	100	213	232	200	152	345 (147+198)	147 new well diggers and 198 old well diggers who received refresher training on deepening wells.

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 in previous years, the demand for gardens was high in the circles of Kolondièba, Bougouni and Yanfolila. This year, SC received 150 requests, of which 38 were able to be satisfied.

As well as establishing these 38 new gardens, the major achievements were the following:

- Production of 1,204 tonnes of vegetables, well above the 893 tonnes produced in 2001. The value of this production is approximately 252,840,000 FCFA, compared to 46,500,000 FCFA in 2001. These increases are related to a number of factors, including:
  - The increase in the number of gardens under cultivation, from 179 in 2001 to 216 in 2002;
  - Increasing evidence of the correct application of production techniques given to beneficiaries through training;
  - The introduction of high-value crops; and
  - The organization of market garden fairs and agricultural workshops, which have proven to be excellent fora for exchanges between different actors in the sector.
- The quantity of preserved vegetables increased from 3.396 tonnes in 2001 to 5.517 tonnes in 2002. This increase was due to high production of *gombo* during the rainy season. SC pursued its research into appropriate preservation technologies, including three exchange visits to APROFA in Sikasso and Ségou by field agents and members of Sennasigi.
- The loan reimbursement rate increased from 65 % in 2001 to 85 % in 2002. This increase seems to be due to the greater involvement of Sennasigi and to the encouragement of influential women in certain villages, who did a lot of awareness raising with their colleagues. However, the result still falls short of the expected rate for 2002 of 90%. This shortfall can largely be attributed to the deficit food situation that was experienced by many participants in 2002. Indeed, the market gardens were often the sole source of revenue and food for the project's beneficiaries, many of whom were obliged to use their garden's profits to meet more of their basic needs, thus leaving little for loan reimbursement. We hope to make continued improvements in the loan reimbursement rate, but we do take heart in the knowledge of how important these gardens are to meeting basic needs.

#### IV. Impact/Success Stories

In our impact zone, market gardens undoubtedly play a very important role in both family nutrition and income. Market gardens also have had social, educational and health impacts.

According to a study conducted in May 2002, by SERNES (Services d'Experts pour les Ressources Naturelles et l'Environnement du Sahel), 41% of production is consumed by families and 57% is sold in villages and local markets. Revenues from sales are used to meet basic needs. SERNES found that, on average:

- 5 % of revenues are used to satisfy social needs such as dowries, marriage trousseaux, baptisms, funerals, and so on;
- 4% of revenues are used to make up for food deficits in the pre-harvest period, and for buying condiments;
- 4 % of revenues are used for the purchase of medicines and for hospitalization costs;
- 3% of revenues are used for children's school fees; and
- 1% of revenues are used to buy seeds.

These findings were confirmed during routine data collection by field agents in December 2002. Here are some examples of the program's social, educational and health impacts.

#### **Social Impact**

As if often said, « A starving man has no dignity » and « A family that is able to pay its taxes is a free and noble family ». Market garden activities contributed to social cohesion at the village level, as well as to increasing people's confidence and self-esteem.

**Yacouba Sangaré**, of Bladiè, was able, for the first time, to pay a two-year tax bill of 59 500 F CFA with the revenues from his garden. According to Mr. Sangaré, without the gardening project, he does not know how he would have been able to pay his taxes and retain his dignity. « Today, I go where I like, and I speak up during village meetings. I feel confident in expressing my ideas».

**Soumba Diakité** is 49 years old. She lives in the village of Bohi, Kébila commune, in the district of Kolondièba. She is the first of three wives in a polygamous family, whose husband is now quite old and no longer works. She has seven children, four boys and three girls, the youngest of which are a 4-year-old girl and a 13-year old boy who is in 6<sup>th</sup> grade. Soumba is the president of Bohi's Market Garden

Association, which has a membership of 60 women. They began their market garden in 2001. With the production from her portion of the garden, Soumba has been able in the past two years to cover her son's school fees and to pay for his school clothes and supplies. With her garden revenues, she is able to cover her family's food costs for at least 6 months out of the year. Soumba regularly reimburses her share of loan. She is now hoping to enlarge her parcel and to experiment with new varieties.

### **Health Impact**

According to many beneficiaries, produce from their gardens allows them to eat well yet inexpensively all year. This is reason enough for them to value their participation in the program. In addition, some beneficiaries have used their revenues to treat their own or their family members' health problems:

**Kondiè Samaké** is the commercial secretary of Sennasigi in Bougouni and administrative secretary of the GVM of Faradjélé. She is 47 years old, and the mother of four children. Her husband lives in Ivory Coast and has not returned to Mali in 15 years. A few years ago, Kondiè could not sleep at night, worried as she was about the child abandoned by her eldest daughter when the baby was only 43 days old. In 1998, her village established a garden in the SC program. Kondiè organized the women in her village to participate in the project. At the 2002 market garden fair, Kondiè and her colleagues were awarded second prize out of a total field of 98 GVMs. This year, Kondiè's hard work has resulted in an income of 110,000 FCFA from her garden. Ever since she began to garden, she has been able to pay for health services for her grandchild and to ensure the child's nutrition. Indeed, her grandson is visibly one of the most well-fed and healthy children in the village.

**Amadou Diakité**, of Klé Sokoro, in Bougouni, was able to pay for treatment and hospitalization fees for his wife, costing a total of 45,000 FCFA. According to Mr. Diakité, « If it hadn't been for the gardening project, I could never have found the money I needed from anyone in the village ».

### **Economic Impact**

Income from market gardening has allowed some beneficiaries to undertake small business activities:

**Oumar Sangaré** is 28 years old and lives in Tahanla, Garalo commune, in the district of Bougouni. He is the eldest of eight children. At the age of 18, Oumar was obliged to migrate to Guinea in search of work, his parents no longer being able to sustain the family. He worked in the gold mines in Guinea for 10 years. At the death of his parents,

he had to return to Mali to take over the care of his brothers and sisters. Since then, Oumar has participated in the gardening program. In 2001, his harvest reaped him 200,000 F CFA, more than he had managed to save in 10 years of working in Guinea. With that money, he repaid his loan, bought 10 100-kg bags of millet to store for his family, and paid the school fees of two of his younger siblings. Today, Oumar also sells grain in the off-season in the nearby markets of Garalo, Bladiè and Manakoro and is even able to lend money to those less fortunate.

**Kardiatou Diakité and her husband Oumar Koné**, of Djambala, earned 125,000 FCFA from their garden, which they use to buy and sell kola nuts, gasoline and bread. Kardiatou no longer needs to walk far into the bush to find cooking fuel because she is able to afford buying it in the village. She was also able to pay for four sheep to start a small livestock operation. Nowadays, Kardiatou dreams of extending her economic activities beyond her home village.

### **Educational Impact**

It is truly impressive and touching to see women taking definite steps to register their children in school, especially girls. These women are more and more confident that they indeed have the means to pay for school fees and supplies:

**Assana Doumbia**, President of the GVM in Ouré, earned 42,000 FCFA from her garden and used 29,000 FCFA to pay for school supplies and to pay monthly fees at the community school her two children attend.

**Kaniba Samaké**, President of the GVM in Farangouaran, used 15,000 FCFA of the 61,000 FCFA she earned from her garden to pay for her daughter's and son's school supplies, and was even able to pay for a trip to Bamako for her son during school vacation.

**Faiaman Bagayogo**, of Ouroun, has been able to regularly pay her daughter's school fees and supplies (so far totaling 22,000 FCFA), without any contribution from her husband.

According to these women, they had become conscious of the importance of education for their children, especially their girls, but were not in the financial position to do anything about it. «Today, thanks to the market gardening program, we are much better able to contribute to our children's education ».

## V. Challenges / Lessons Learned

In 2002, our experiences have caused us to draw certain conclusions, to discern certain lessons, and to identify remaining challenges.

### Lessons Learned

- The involvement of model farmers mobilized greater participation by farmers in the program, as well as increasing their understanding of the agricultural calendar.
- Collaboration with research institutes was crucial in helping to overcome technical difficulties and solving problems related to plant pathology.

### Specific Challenges

#### Production

- Establish a local-level production information system.
- Continue research on tomato blight.
- Introduce new methods to remove water during well deepening, especially given that wells are becoming much deeper and therefore more difficult to dig.
- Achieve average production of 7.5 tonnes per garden by June 2003.

#### Institutional strengthening

- Develop a capacity building strategy for Sennasigi and for the local NGO that has been formed by the members of the SC Agriculture team.
- Provide Sennasigi and the new NGO with needed equipment such as vehicles, computers, and office furniture.

#### Agricultural credit

- Develop a protocol for the transfer of responsibility for outstanding loans from Save the Children to the new NGO (with Sennasigi's role clearly defined), and present it to villagers and local authorities.
- Transfer recovered loan amounts to the new NGO, in order to ensure the continuation of the program.
- Achieve a 90% reimbursement rate by June 2003.

### General Challenges

- Obtain alternative financing to ensure the continuation of the program, especially in the 96 gardens that were established in 2001 and 2002, where production and loan reimbursement are in the beginning stages.

- Encourage technical exchanges through model farmers.
- Formalize Sennasigi's role in the program as a service provider or promoter in order to facilitate loan recovery and the sustainability of the program.
- Establish processing units.
- Continue training *Yiriwa Jaba* seed producers with a view to reducing the cost of seeds.

## VI. Commercialisation of Garden Products

After many years of experiences and learning, market gardening is gaining ground in Bougouni and in Kolondièba as a viable economic activity. Beneficiaries have become more interested in improving their capacities in production, processing and marketing.

In order to further encourage further improvements in production and large-scale commercialization, exchange visits between GVMs, study tours for Sennasigi, market fairs, and agricultural workshops are held each year. Market research will be undertaken in order to identify potential clients. Contacts have already been made in Bamako with a few vegetable retailers.

Study tours to APROFA in Sikasso have led to proposals for collaboration in the areas of processing and preservation of produce.

Fairs and agricultural workshops, already proven to be fruitful fora for exchanges between producers, will be broadened to allow participation of other external actors.

## VII. Partnership

Partnerships have been developed with:

- **SLACAER:** Who participate in the organization of agricultural workshops.
- **Jigiya:** In the construction and deepening of wells.
- **Sennasigi :** In loan recovery.
- **APROFEM:** Who participate in the organization of agricultural workshops.
- **Inter Coopération (Coopération Suisse):** In the introduction of a sustainable natural resource management project for the region of Sikasso.
- **APROFA:** Synergy is building between the activities of SC and APROFA in the area of processing.

- **NGO partners in SC's Education program:** Who assist in the monitoring and management of community school gardens.
- **KAFO JIGINEW:** Micro-finance activities.
- **IER:** With regard to continued research on tomato blight.

#### **VIII. Other Activities**

- Establishment of an experimental plot in Bougouni in order to construct a database on local production of potatoes, green beans and tomatoes.
- Participation in the organic cotton « Open House » organized by Helvetas and SETADE.
- Situation analysis in the gold-mining zone of Morila, in the commune of Sanso, with a view to extending the program.

#### **IX. Future Plans: January-June 2003**

The principal activities planned for January to June 2003 include:

- ⇒ Continued support to and monitoring of production in 216 gardens and 50 community school gardens.
- ⇒ Completion of eight wells for the transfer of four garden sites.
- ⇒ Continued vigilance in loan recovery.
- ⇒ Training and refresher training of beneficiaries in gardening techniques.
- ⇒ Quarterly meetings of Sennasigi and Jigiya.
- ⇒ Continued research of clients for commercialization of market garden produce.
- ⇒ Ensuring regular turnover of officer responsibilities in COs.
- ⇒ Continued research on tomato blight, including exchanges with organizations and specialists in the area.
- ⇒ Organization of two agricultural workshops (Kumabulo) and two market fairs.
- ⇒ Construction of market stalls in six communes.
- ⇒ Organisation of two workshops to disseminate to communities the results of the program's five years of existence.
- ⇒ Introduction of new techniques in vegetable processing in collaboration with APROFA.
- ⇒ Addressing GVM requests to expand their gardens' areas under cultivation.

### Annex 1 – Comparative Charts

Chart 1 – Established Gardens

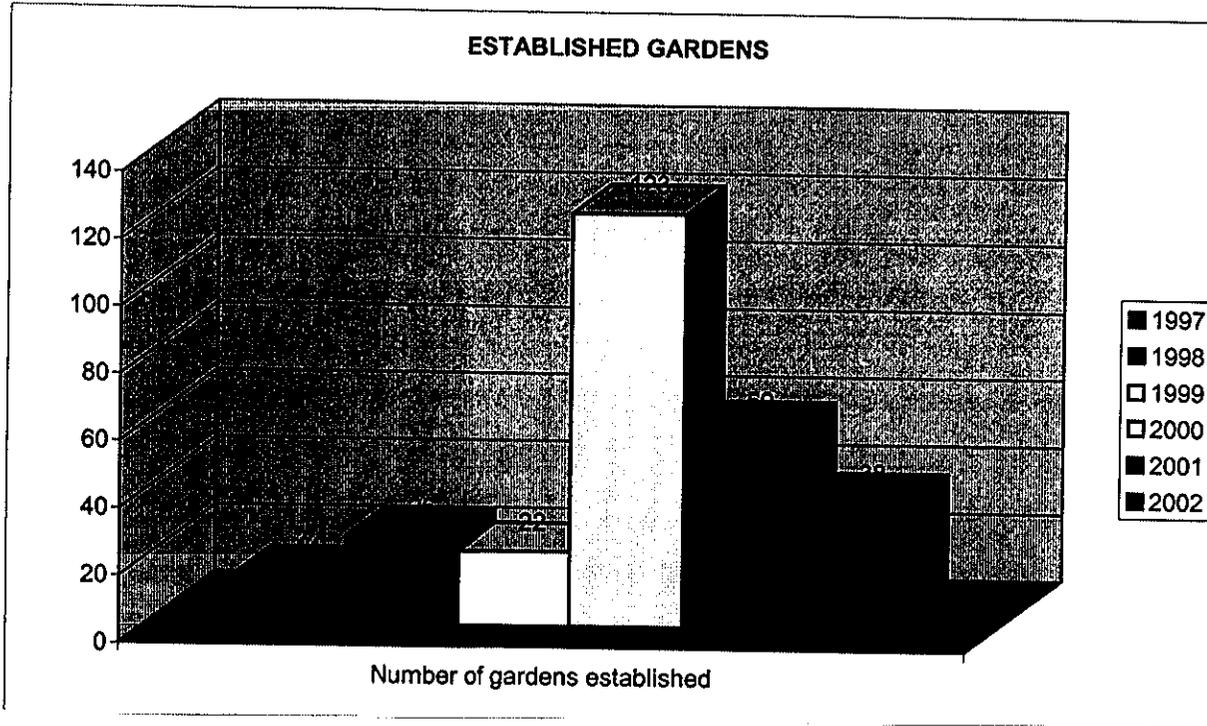
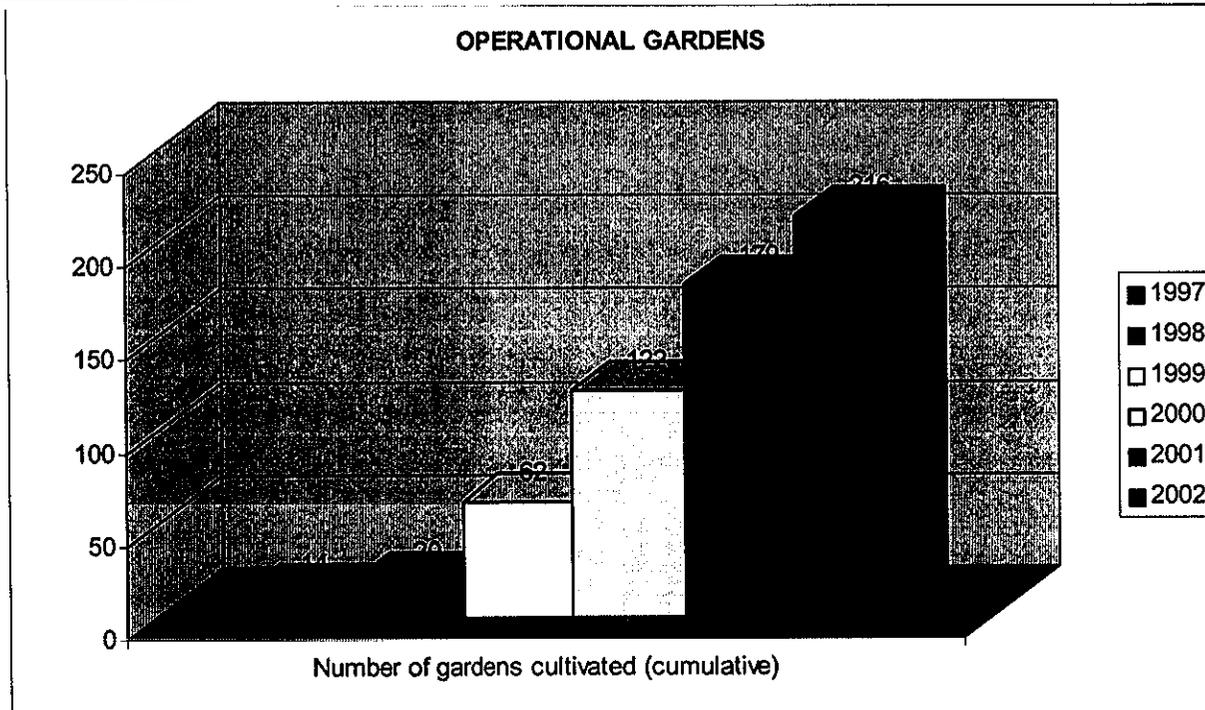


Chart 2 – Operational Gardens (Cumulative)



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Chart 3 - Quantity Produced

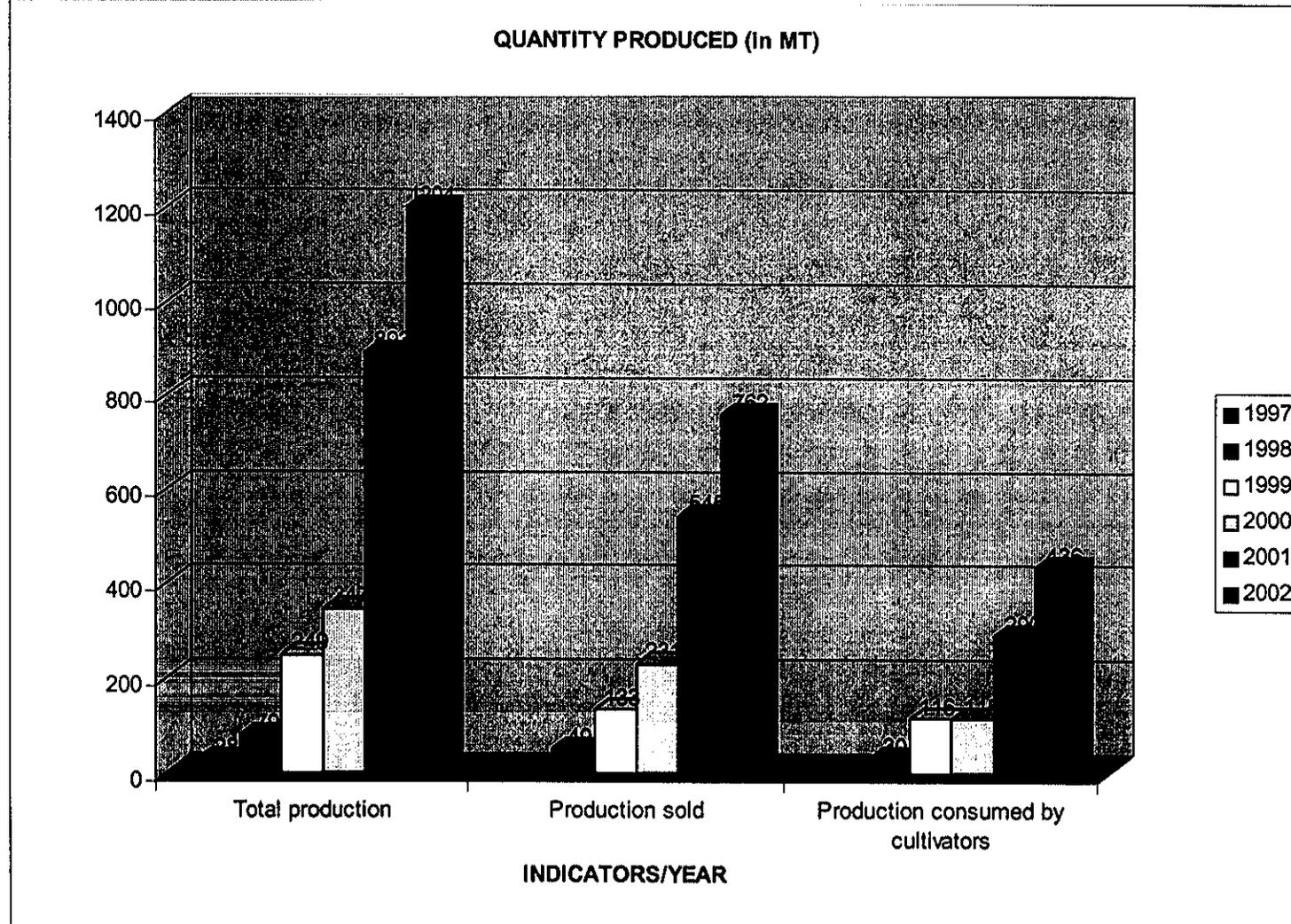
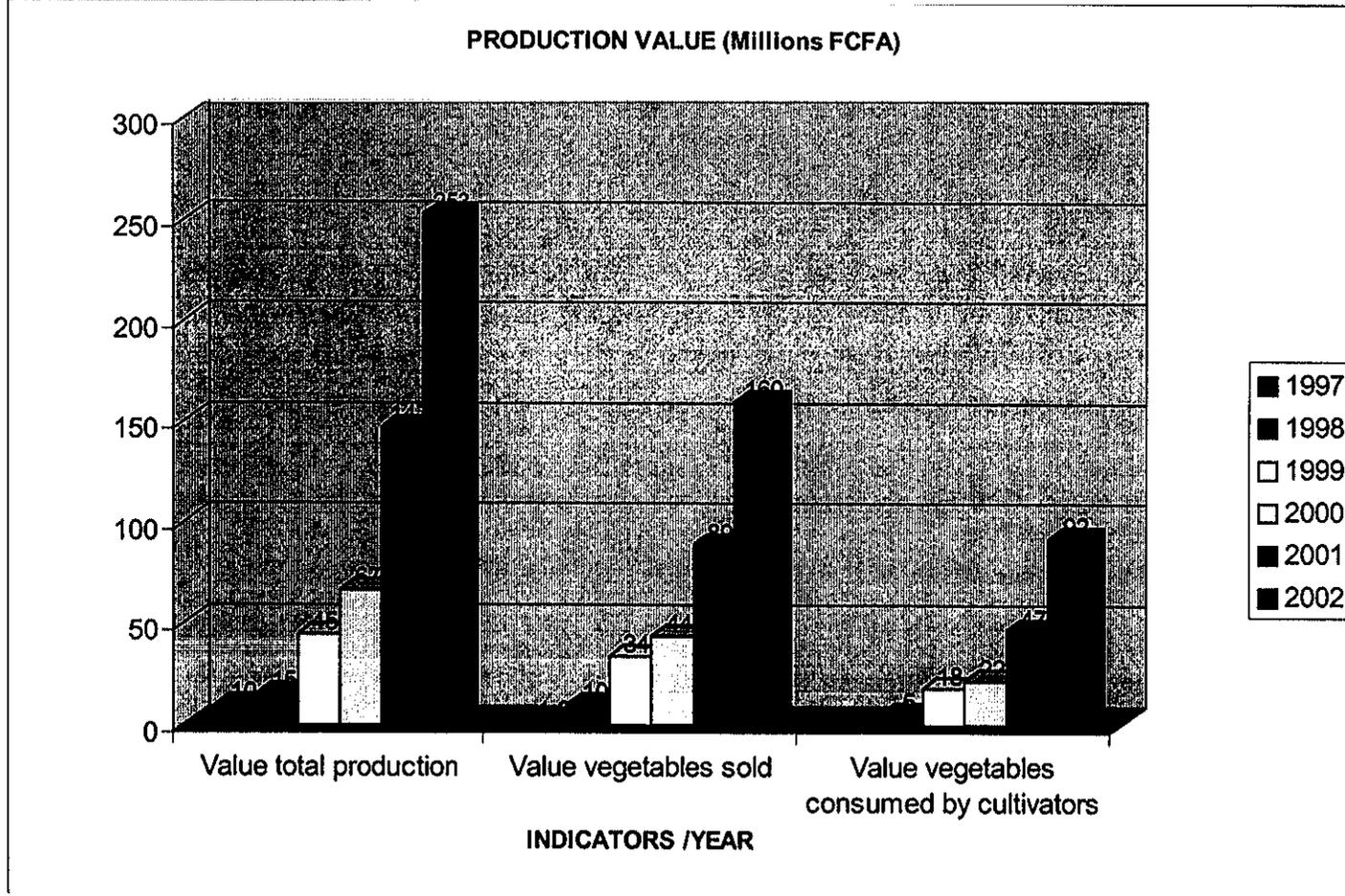
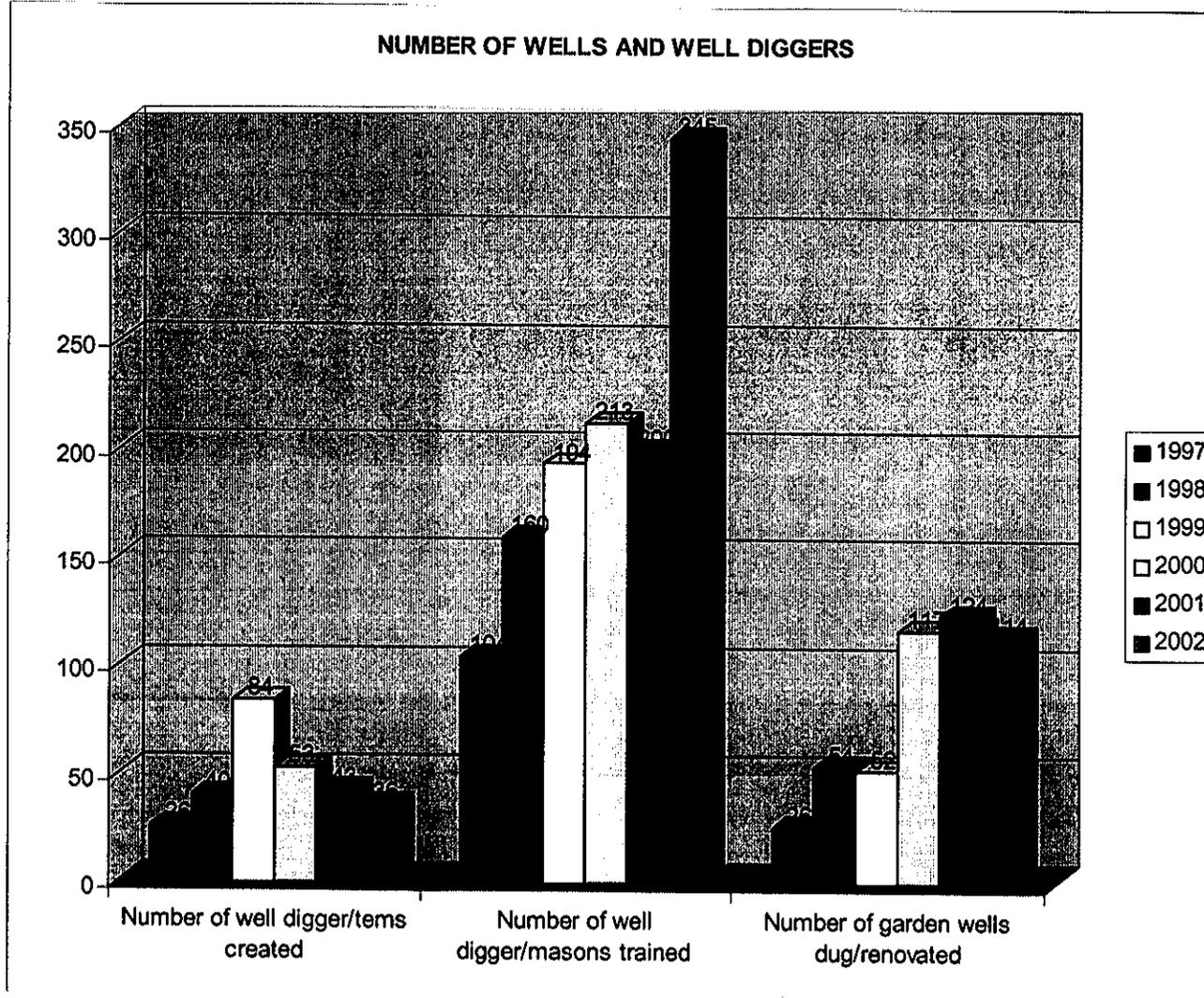


Chart 4 – Production Value



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Chart 5 – Number of Wells and Diggers



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# **DEMOCRATIC GOVERNANCE**

*Annual Report*

*For the period*

*1 January - 31 December 2002*



**Women's Associations Forum, Bougouni, May 2002:  
Exchanging views on democracy and good governance.**

***Save the Children***

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

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### List of Acronyms

<b>AF</b>	Association Féminine
<b>ACODEP</b>	Appui aux Collectivités Décentralisées pour un Développement Participatif
<b>ACOD-Nietaso</b>	Action-Conseil pour le Développement
<b>Acte-sept</b>	Troupe de théâtre
<b>AFAICO</b>	Association des Formateurs pour l'Appui aux Initiatives Communautaires
<b>AFAM</b>	Association des Formateurs en Alphabétisation du Mali
<b>APC</b>	Association des Producteurs du Cotton
<b>APE</b>	Association des Parents d'Élèves
<b>ASACO</b>	Association de Santé Communautaire
<b>AV</b>	Association Villageoise
<b>BEAGGES</b>	Bureau d'Experts en Auto-gouvernance et Gestion de l'Environnement au Sahel
<b>CAFO</b>	Coordination des Associations et ONG Féminines du Mali
<b>CCC</b>	Centre de Conseil Communal
<b>CEPROCIDE</b>	Centre de Promotion de la Citoyenneté pour le Développement Durable à la Base
<b>CGCOM</b>	Comité de gestion d'école communautaire
<b>CMDT</b>	Compagnie Malienne de Développement des Textiles
<b>CO</b>	Community Organization
<b>DG</b>	Democratic Governance
<b>GA</b>	General Assembly
<b>GGLS</b>	Group Guaranteed Lending and Savings (Women's Solidarity Credit Groups)
<b>ICPM</b>	Infirmier Chef de Poste Médicale
<b>JIGIYA</b>	Well-digging Cooperative
<b>OMAES</b>	Oeuvre Malienne d'Aide à l'Enfance du Sahel
<b>PAD</b>	Programme d'Appui à la Décentralisation
<b>PAI-eau</b>	Programme d'Appui Institutionnel à l'Eau
<b>PAIP</b>	Programme d'Appui aux Initiatives Privées
<b>PASAF</b>	Projet d'Appui à la Lutte contre les Pratiques Préjudiciables à la Santé de la Femme et de l'Enfant
<b>PGR</b>	Projet de Gestion Rural
<b>SC</b>	Save the Children
<b>SETADE</b>	Société d'Etude pour l'Assistance au Développement
<b>SENASIGI</b>	Gardening Cooperative
<b>SLACAER</b>	Service Local d'Appui Conseil, d'Aménagement et de l'Équipement Rural
<b>SMC</b>	School Management Committee
<b>SRI</b>	Statuts et Règlements Intérieur (Internal Rules and Regulations)
<b>VA</b>	Village Association
<b>ZAER</b>	Local Development Representative of CMDT

## I. Introduction

### **USAID Strategic Objective 3:**

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

The past year saw Save the Children's *Democratic Governance* program successfully address a number of challenges. The presidential and legislative elections held in 2002 were somewhat disruptive to program activities while at the same time being an ideal opportunity to put into practice the program's focus.

While the program sought to consolidate achievements from the past four years, the task was made quite challenging due to the socio-economic turbulence created by the cotton crisis and, after September, the Ivory Coast crisis. The effects of these crises continue to be felt, and will doubtless have their impact on the COs and federations with which we work, particularly in the areas of resource mobilization and financial sustainability.

One visible effect of the cotton crisis has been the creation of *Association des Producteurs du Coton* (APC), which have destabilized and/or dislocated a number of *Associations Villageoises* (AV). Although the introduction of APCs can be seen as positive in the sense that these organizations should improve individuals' production totals and should therefore have greater success in loan management, the fact that many AVs have now disbanded has resulted in the dispersal of gains made by the Democratic Governance program. More specifically, we can no longer report on the usual 734 COs with whom we work, as a number of these either disappeared or were fused with other organizations (in the case of AVs and APCs), while others simply ceased functioning (the case of some GGLS<sup>1</sup>, or Soro Yiriwaso, groups in the final stages of their credit cycle).

Despite the rather significant challenges in 2002, the *Democratic Governance* program was able to achieve impressive results for the year. Formal training, ongoing support (*appui conseil*), radio programs and theatrical presentations were the primary means through which we continued our ongoing dialogue with and support to COs, whose appetite for meaningful participation in shared governance continues to grow.

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<sup>1</sup> In this report, solidarity loan groups may be called GGLS or Soro Yiriwaso groups.

## II. Results

This annual report is an analysis of data and observations collected in the field in December 2002 from 681 community organizations and 19 federations out of the 734 COs with whom SC works in the districts of Kolondieba and Bougouni. Every effort was made to survey all 734 COs, however 47 AVs were transformed into APCs in 2002. As these new structures were not fully operational within 2002, we elected not to survey them for this Annual Report. These new institutions will, however, be supported in the last semester (and will need intensive support in order to bring them up to par). To these non-surveyed organizations, we must also add five GGLS groups which disbanded upon termination of their credit cycles, and one SMC which became an APE after the community successfully transformed the status of their school from a community school to a public school. The following tables shows the types and numbers of COs and federations that were surveyed in December 2002.

### Surveyed Federations, December 2002

COMMUNES	SECTORS						TOTAL
	APE	SENASSIGI	JIGIYA	FASO JIGI	FELASCOM	COOP. MULTI-FONC	
BOUGOUNI	2	2	1	1	1	1	8
FAKOLA	1						1
GARALO				1			1
KEBILA	1			1			2
KOLONDIÉBA	3	1	1	1	1		7
<b>Total</b>	<b>7</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>1</b>	<b>19</b>

Surveyed COs, December 2002

COMMUNES	AF	APE	APC	ASACO	AV	CGECOM	Coop.M.F	GVM	SORO YIRIWASO	OTHERS	TOTAL
BLADIE TIEMALA		1	7		2			1			11
BOUGOULA		1				3		1	1		6
BOUGOUNI	19			3			1	2			25
DANOU	1	1	5	1	7						15
DEFINA		2	3		9			1			15
DOGO	6		11	3	5			1			26
FAKOLA			3	2	13	11		3	3		35
FARADJELEN		1			6			2			9
FARAGOUARAN		1	1	1	5						8
FARAKO		1		2		9		3	2		17
GARALO	1	1	8	1	31			9		4	55
KADIANA				1	20	12		3			36
KEBILA				2	25	23		7	10		67
KELEYA	3	1		1	15						20
KOKELE					8			2			10
KOLA					4			5			9
KOLOGO	1		6	1	15			11			34
KOLONDIÉBA	2				3	31		16	7		59
KOLOSSO	1				8	10		2			21
KOUROULAMINI	4	1			5						10
MENA		1	1	2	11	6					21
MERIDIÉLA		2			18						20
N'GOLODIANA		1		1		4					6
NANGALASSO		1		1		5					7
OUROUN		1		1	6						8
SIDO	3	1	4	1	19			7			35
SIENTOULA		1	3		11						15
TIONGUI		1		1		6		2	2		12
TOUSSEGUÉLA		1		1		7		8			17
YIRIDOUGOU		3	8	1	11			1			24
ZANTIEBOUGOU	1		2	1	20			4			28
<b>Total</b>	<b>42</b>	<b>24</b>	<b>62</b>	<b>28</b>	<b>277</b>	<b>127</b>	<b>1</b>	<b>91</b>	<b>25</b>	<b>4</b>	<b>681</b>

**Results: Cooperative Agreement Program Indicators**

Indicators	YEAR I 1998		YEAR II 1999		YEAR III 2000		YEAR IV 2001		YEAR V 2002	
	Expected Results	Results Achieved								
% of COs which are democratically governed	10%	0%	25%	33%	40%	41.23%	50%	55.28%	60%	62.30%
% of COs with sound management practices	20%	4.76%	40%	20%	50%	18.19%	65%	37.27%	50%	68.90%
% of COs having one woman in a leadership position	15%	15%	35%	37%	45%	41.01%	55 %	42.06%	70%	33.90%
% of COs pursuing civic action	10%	9.72%	20%	15%	30%	15.15%	35%	27.95%	35%	27.30%
% of COs pursuing systematic civic action	10%	9.39%	20%	13%	30%	14.84%	35%	14.60%	30%	28.60%
% of COs mobilizing non-member, non-USAID resources	20%	41.66%	40%	46%	50%	50.3%	65%	61.80%	75%	94.80%
Number of federations and intermediary NGOs working together systematically to resolve serious environmental constraints.	2	2	3	3	5	3	7	5	9	16
% of COs with knowledge of rights / obligations in relation to local government	20%	88.99%	30%	90%	50%	83.64%	65%	93.79%	85%	98.10%

Note: The results presented in the table above are, for the years 1998 to 2001, for Kolondièba only. The results for 2002 are consolidated results for Bougouni and Kolondièba. It should therefore be noted that a correct comparison between achievements in 2002 and, say, 2001, cannot be gleaned solely from the table above. For example, for « Women in leadership positions», the table shows an achievement of 33.9% in 2002, as compared to 42.06% in 2001. In fact, the number of mixed COs with a woman in a leadership position was 141 in 2001 (for both Kolondièba and Bougouni), compared to 166 in 2002, an 18% increase.

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**A.1. Target COs which are democratically governed**

As mentioned in the note to the *Results Table* above, it should be kept in mind that the results reported in this *Annual Report* are, for the first time, aggregated for Kolonidièba and Bougouni. This aggregation has some impacts on the achievement of results, particularly since Bougouni COs have been in the program for a shorter time period than Kolonidièba COs.

The four criteria for this indicator are:

- Percentage of COs which report voluntary membership;
- Percentage of target COs in which leaders are elected for a determined period, permitting alternation;
- Percentage of target COs which have an average participation of 75% at regular meetings and/or 60% at General Assemblies; and
- Percentage of COs demonstrating proof of written by-laws.

*A.1.1. Percentage of COs which report voluntary membership*

This indicator continues its steady climb, with 97.1% of COs having membership based on choice. Voluntary membership to these COs is based on knowledge and acceptance by the prospective member of organization rules and regulations, such as the payment of membership dues. The 20 COs with non-voluntary membership represent cases in which village authorities have judged mandatory participation by all village members as essential to maintaining village cohesion – these are mostly SMCs in villages where all residents have contributed through cotton revenue to construction, maintenance and/or operation of a community school.

Table A.1.1: Membership

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Voluntary membership	81	98.8	580	96.8	661	97.1
Non-voluntary membership	1	1.2	19	3.2	20	2.9

*A.1.2. Percentage of target COs in which leaders are elected for a determined period permitting alternation*

Alternation of leadership permits healthy competition for representation through specific time-limited terms (3-5 years depending on the organization). A large number of COs held elections this year. As can be seen in the table below, 32.5% of all COs elected their leaders for a determined period, while 59.8% selected their leaders by consensus.

Table A.1.2: Election of members

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Election of members by GA for a determined period	22	26.8	199	33.2	221	32.5
Election of members by GA for an undetermined period	14	17.1	17	2.8	31	4.6
Consensus by members	41	50.0	366	61.1	407	59.8
Selection by village authorities	0	0.0	15	2.5	15	2.2
Self-appointed	5	6.1	2	0.4	7	1.0

*A.1.3. Percentage of target COs which have an average participation of 75% at regular meetings and/or 60% at General Assemblies*

Despite the later entry to the program of the COs in the Bougouni target zone, CO members in both zones participate actively in meetings, demonstrating their desire for greater organizational transparency and effectiveness. Indeed, for this indicator and quite a few others, the team was impressed with the great strides made by the COs in Bougouni. For example, at this time last year, only 45% of Bougouni COs had participation rates of greater than 75% in meetings, and only 57% had participation rates greater than 75% in general assemblies.

Table A.1.3: Participation

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Rate of participation in meetings >= to 75%	57	69.5	406	67.8	463	68.0
Rate of participation in meetings < to 75%	25	30.5	193	32.2	218	32.0
Rate of participation in GA >= 60%	56	68.3	441	73.6	497	73.0
Rate of participation in GA < 60%	26	31.7	158	26.4	184	27.0

*A.1.4. Percentage of COs demonstrating proof of written by-laws*

Fully 91.3% (622) of COs have written by-laws; 97.6% of these were able to produce them on demand. In the 15 cases for which the by-laws could not be produced, the person responsible for the document was not available at the time of data collection. In these cases, we will try to devise solutions in order that by-laws can be accessible to all members upon demand. Once again, Bougouni COs made impressive strides as, last year, only 224 (60%) were able to prove the existence of their by-laws (280, or 87% of Kolondieba COs were able to produce evidence of by-laws last year).

Table A.1.4: By-laws

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No by-laws	16	19.5	43	7.2	59	8.7
By-laws exist	66	80.5	556	92.8	622	91.3
Written by-laws exist but no evidence	3	3.6	12	2	15	2.2
Written by-laws exist and proven	63	95.5	544	99.6	607	97.6

*A.1.5 Synthesis of results for criteria measuring COs democratically governed*

For the purpose of this strategic indicator, we require adherence to all four of the sub-criteria for a CO to be considered self-governing. With the primary emphasis in our program being strengthening of participatory management techniques and written record keeping, we are encouraged by the progress shown for this indicator. Although 2002 saw progress in the meeting participation rate, the program continues to be hampered by the difficulty in accurately accounting for the number of participants at meetings – the tendency of many COs to mix up statistics regarding regular and General Assembly meetings, as well as an inclination to overstate the expected participation rate for any one meeting, have tended, we believe, to understate the achievement in this area. On the other hand, it is clear that continued awareness raising is needed to promote elections of leaders for pre-determined periods. While consensual decision-making in and of itself can be seen as a democratic process, the reality is that the result of many such processes is elections of individuals for unspecified terms.

Table A.1.5: Synthesis

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Four	38	46.3	386	64.4	424	62.3
Three	29	35.4	184	30.7	213	31.3
Two	15	18.3	29	4.8	44	6.5
One	0	0.0	0	0.0	0	0.0
Zero	0	0.0	0	0.0	0	0.0
Total	82	100.0	599	100.0	681	100.0

**A.2. Target COs having sound management practices**

For this indicator, we are proud to note a significant increase from 37.27% in 2001 to 68.9% in 2002. Indeed, we were most impressed by the gains made in Bougouni in 2001. It may be that Kolondièba's relative isolation, and the fact that Bougouni has seen a number of development initiatives over many years, have conspired to make Bougouni's progress relatively more rapid than that of Kolondièba's.

### A.2.1. Percentage of target COs presenting evidence of formal financial systems

Part of the increase in the overall indicator of sound management was the increase noted in the number of COs presenting evidence of formal financial systems. In 2001, 74% of Kolondièba COs and 82% of Bougouni COs could prove the existence of their financial system. This year, 91% of all COs presented evidence, fully 97.8% of all COs with a reported system.

Table A.2.1: Existence of formal financial system

Performance Criteria	Women (D=32)		Mixed (D=599)		Total (D=631)	
	Number	%	Number	%	Total	%
No existence of formal financial system	10	12.2	35	5.8	45	6.6
Reported existence of formal financial system	72	87.8	564	94.2	636	93.4
Reported existence of formal financial system, but not proven	1	1.4	13	2.3	14	2.2
Proven existence of formal financial system	71	98.6	551	97.7	622	97.8

#### A.2.1.a Percentage of target COs producing a financial report

A key component of any formal financial system is the financial report. Thanks in part to access to literacy training, COs' increasing awareness of the importance of sound financial systems can be matched by the existence of formal written records. Such records increase the confidence that members have that their organizations are run transparently and soundly.

Although little more than half of COs (370) produced a financial report in 2002, it should be noted that this was still a significant increase from 2001 (up from 241 in 2001). Going forward, more COs still need to overcome strong tendencies that shroud financial management in mystery and secrecy.

Table A.2.1.a: Production of financial report

Performance Criteria	Women (D=32)		Mixed (D=599)		Total (D=631)	
	Number	%	Number	%	Total	%
Yes	52	63.4	318	53.1	370	54.3
No	30	36.6	281	46.9	311	45.7

#### A.2.2. Percentage of target COs with a strategic plan

In our target zones, 570 COs (83.7%) have a strategic plan, and almost all of these (568) have identified at least 2 concrete objectives to carry out within a specified timeframe. In addition, COs increasingly review and adjust their activities and expenses in light of changing circumstances and many have introduced resource-generating strategies to make their plans a reality.

Table A.2.2: Existence of strategic plan

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
COs without strategic plan	29	35.4	82	13.7	111	16.3
COs with strategic plan	53	64.6	517	86.3	570	83.7
COs with 0-1 concrete objectives	0	0.0	2	0.4	2	0.4
COs with 2+ concrete objectives	53	100.0	515	99.6	568	99.6

*A.2.3. Percentage of COs legally recognized*

A desire for credibility in the community has prompted many COs to seek legal recognition. Fortunately, this need is taken more and more seriously by the GOM, with the result that obtaining legal status has become somewhat easier in recent years. Indeed, 585 COs have legal recognition as of 2002, as compared to 413 in 2001, a 42% increase. Of these, 576 (or 98%) have proven recognition from either local or national authorities.

Table A.2.3: Legal recognition

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No legal recognition	23	28.0	73	12.2	96	14.1
Legal recognition	59	72.0	526	87.8	585	85.9
Legal recognition but not proven by a document	1	1.7	8	1.5	9	1.5
Proven legal recognition from local authorities	58	98.3	493	93.7	551	94.2
Proven legal recognition by national authorities	0	0.0	25	4.8	25	4.3

*A.2.4. Percentage of COs systematically collecting dues*

Dues collecting modalities differ from CO to CO, with the main difference being that AV/APCs collect money according to amounts of cotton produced, while other COs collect from all members a single, fixed amount at regular intervals. In the beginning stages of the program, willingness to pay dues was very limited indeed. Therefore, an achievement of 367 (53.9%) of COs reportedly collecting dues is impressive (of which 324, or 88.3% could provide proof). Indeed, the figure of 324 in 2002 represents an increase of 136% from the 137 COs who last year offered similar proof. However, the fact remains that for a large number of COs, collection of dues is still not practiced systematically. This is an area of concern, as dues collection is a fundamental part of organizational sustainability. The program will continue its activities to follow-up the financial management training offered in 2002.

Table A.2.4: Dues collection

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No periodic dues collection	30	36.6	284	47.4	314	46.1
Reported existence of systematic dues collection	52	63.4	315	52.6	367	53.9
Existence of systematic dues collection not proven	3	5.8	40	12.7	43	11.7
Proven existence of systematic dues collection	49	94.2	275	87.3	324	88.3

#### A.2.5. Literacy rate of Target CO Committees

CO literacy rates are based on the number of CO leaders who can both read and write in Bambara. This is a rather strict criterion; however, 16.2% of COs were able to meet it in 2002. Continued emphasis on literacy training is a must if CSOs are to assume their rightful place in shared governance.

Table A.2.5: Literacy

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
80-100% literacy rate	17	20.7	93	15.5	110	16.2
<80% literacy rate	65	79.3	506	84.5	571	83.8
Total	82	100.0	599	100.0	681	100.0

#### A.2.6. Target COs having at least one woman in a position of responsibility

As always, observation of this indicator provides very interesting food for thought. In mixed COs, the number of women in leadership positions increased from 141 in 2001 to 166 in 2002, an increase of 18%. It should be noted that the results from Bougouni COs started to catch up in 2002 to those for Kolondièba COs. This is particularly noteworthy given Bougouni's relatively more conservative environment, and for this reason we have chosen to highlight Bougouni Women's Associations on our cover page.

It is interesting to note that the total number of women presidents declined from 82 in 2001 to 59 in 2002. However, this was more than made up with the increase in women treasurers (43 in 2001 to 83 in 2002, a 93% increase) and women secretaries (16 in 2001 to 25 in 2002, a 25% increase). These increases may indeed be attributed to the greater confidence people have in women's financial management abilities, and to the greater number of women CO members who are literate and therefore able to assume these key functions.

Table A.2.6: Women in leadership posts

Performance Criteria	Mixed	
	Number	% (D=599)
Gender analysis	490	81.6
Presence of women in leadership positions	166	33.9
President	59	35.5
Secretary	24	14.5
Treasurer	83	50.0

**A.2.7. Synthesis of results for criteria measuring sound management practices**

This summary indicator is composed of the percentage of target COs who meet 4 of 6 of the criteria for sound and efficient management: sound financial management, strategic plan with action plan, legal recognition, systematic dues collection, literacy of board members, and women in leadership posts. Fully 469 COs (or 69%) demonstrated four or more of these criteria, up from 37% in 2001 and 18.19% in 2000.

Table A.2.7: Synthesis

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Six	4	4.9	22	3.7	26	3.8
Five	24	29.3	183	30.6	207	30.4
Four	19	23.2	217	36.2	236	34.7
Three	13	15.9	72	12.0	85	12.5
Two	12	14.6	65	10.9	77	11.3
One	3	3.7	28	4.7	31	4.6
Zero	7	8.5	12	2.0	19	2.8
Total	82	100.0	599	100.0	681	100.0

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

As in previous reports, we must report continued challenges with achievements for this indicator. However, if there was no change in the "Civic Action" indicator from 2001 to 2002, we can report an increase in the "Systematic Civic Action" indicator, from 14.6% in 2001 to 28.6% in 2002. Overall, the inclusion in the aggregate of Bougouni CO data has brought down our averages from last year, this due to their late entry in the program, and a decidedly more conservative outlook than that found amongst Kolondièba COs. Reasoning that COs now have the skills to conduct civic advocacy (from the trainings they received), the program plans to offer more opportunities for community debate and exchange on decentralization, highlighting both communities' role in shared governance and the opportunities for participation which exist. We will use the opportunity provided by these fora to find out more about what constraints communities face in pursuing civic action.

**Table A.3: Civic Action**

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No effort made to contact local authorities	77	93.9	527	88.0	604	88.7
Effort made to contact local authorities	5	6.1	72	12.0	77	11.3
Contact made but no decisions affected	3	60.0	52	72.2	55	71.4
One decision affected	2	40.0	19	26.4	21	27.3
Two or more decisions affected	0	0.0	1	1.4	1	1.3

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

The table below reports those COs who stated they had mobilized resources from other sources. In total, 445 out of 681 (or 65.3%) stated they had. Of these, 422 (or 94.8%) could confirm the source of these resources. While the effects of the cotton crisis seem to argue for an increase in this indicator (as COs search for alternative sources of funding to face up to a challenging economic environment) it is possible that the effects have been widespread enough to limit alternative resource sources outright - the total number of COs with confirmed sources decreased 6% from last year.

**Table A.4: Resource mobilization**

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No other confirmed sources	1	2.4	22	5.4	23	5.2
Other confirmed sources	40	97.6	382	94.6	422	94.8
Total	41	100.0	404	100.0	445	100.0

**A.5. Federations/Intermediary NGOs working together systematically to resolve serious constraints linked to the environment**

It should be noted that the number of federations increased from 5 in 2001, to 19 in 2002. Eighty-four percent of these used at least two techniques of civic action over the course of the year.

**Table A.5: Systematic action by federations**

Performance Criteria	Women (D=2)		Mixed (D=17)		Total (D=19)	
	Number	%	Number	%	Number	%
No. of federations which use at least 2 techniques of civic action	2	100.0	14	82.4	16	84.2

**A.6. Target COs which are knowledgeable about their rights and obligations vis-a-vis local governments**

As shown in the table below, knowledge of fundamental rights and responsibilities is now a reality in our communities. Whether in the domains of health, education, protection of the environment, or simply as a member of civil society, nearly all COs have members who have a clear idea of what their rights and responsibilities are in each of these areas. In addition, following our program activities, there has been a remarkable response of people stepping up to pay their taxes as well as procuring civil documents such as birth certificates, marriage licenses, death certificates, etc. The rate of achievement was 94% in 2001; this year we are proud to report a rate of 98%.

Table A.6: Knowledge of rights and obligations

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
COs in which 50% of members cannot explain the rights and obligations of the association vis-à-vis local government	5	6.1	8	1.3	13	1.9
COs in which 50% of members can explain the rights and obligations of the association vis-à-vis local government	77	93.9	591	98.7	668	98.1

**B. Results: Non-Contractual Program Indicators**

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

As in the example of Kadiana, where the mayor and the AVs put their efforts together to jointly build a storehouse, we have certainly witnessed an increasing number of partnerships between civil society and local government structures. While much work remains to be done, we can point to the significant increase in this indicator from last year: in 2001, 81 COs reported having established such a partnership, versus 239 in 2002, a 195% increase.

Table B.1: CO and local government partnership

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No partnership	57	69.5	385	64.3	442	64.9
Partnership established	25	30.5	214	35.7	239	35.1
Partnership established but no examples	0	0.0	1	2.8	6	2.5
Partnership with proven examples	25	100.0	208	97.2	233	97.5

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

In 2001, 309 COs offered new services compared to 497 who did so in 2002 – a 61% increase. On the other hand, fewer COs elected to offer services outside their mandate: 383 did so in 2001, compared to 180 in 2002. This perhaps can be explained by the economic difficulties suffered in the area due to the cotton crisis of 2001-2002. With fewer available resources, COs were constrained in the number of activities or services they could provide to support organizations or actors in other sectors. For example, where last year an APE might have mobilized to help in the construction or repair of a CSCom, this year such an APE would have felt compelled by economic constraints to focus more strictly on education. We believe the results for this indicator point to the increasing maturity of COs, that are able to modify strategies as contextual factors change.

Table B.2: Expanded services and activities

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
No new services within the mission of the CO	24	29.3	160	26.7	184	27.0
New services or activities within the mission of the CO	58	70.7	439	73.3	497	73.0
New services or activities outside the mission of the CO	30	36.6	150	25.0	180	26.4
No services or activities outside of the mission of the CO	52	63.4	449	75.0	501	73.6

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

Examples of organizational change include taking civic action, use of various written records, project design activities, and partnership negotiations. Fully 97% of COs demonstrated some evidence of organizational change in areas such as these.

Table B.3: Organizational change

Performance Criteria	Women (D=82)		Mixed (D=599)		Total (D=681)	
	Number	%	Number	%	Total	%
Number of COs whose members did not receive a training	4	4.9	20	3.3	24	3.5
Number of COs whose members have received at least one training	78	95.1	579	96.7	657	96.5
Evidence of organizational change	72	92.3	564	97.4	636	96.8
No evidence of organizational change	6	7.7	15	2.6	21	3.2

## **C. Other Results**

### **C.1. Percentage of COs in non-targeted communes which have carried out civic actions**

As we reported in 2001, finding a CO control group in any of the communes bordering our twelve intervention communes in Kolondièba is virtually impossible, since these have received support from other DG actors such as ACOD/CLUSA, OMAES and SC's Education NGO partners. However, we reported in 2001 on COs in our intervention zone with whom we don't work which have engaged in civic action. A new example from 2002 is the Village Association of Banankoro which requested the VA of Tenko (a CO with which we work) to assist them in helping to settle a dispute relating to 200,000 FCFA incorrectly billed to their account by the chief of ZAER. The dispute was settled successfully.

## **III. Impact of Activities**

- ***Institutional and Organizational Development***

The management and functioning of COs have visibly improved over the life of this program. Today, along with some of the more experienced AV/APCs that led the way, many SMCs, GVMs and ASACOs also display impressive organizational abilities. More than 90% of COs hold regular meetings and extraordinary sessions that are now documented with written records.

CO regulations have become a key reference tool, to which members have accorded much significance. News of the importance of internal regulations has spread beyond our intervention COs, such that COs that are not part of the program regularly request support from our agents in the development of regulations and to assist them in acquiring legal recognition. In the village of Dialakoro in the commune of Nangalasso, a "*relais*" named Bafereme Sangaré assists non-program COs when these face small organizational difficulties. Using the skills he acquired in a recent project design training, he assisted a number of villages to acquire mills from the "*Plate-forme multifonctionnelle*" project in Bougouni.

- ***Civic Action/Advocacy***

Although civic action continues to be one of the most challenging areas in the DG program, examples that do exist serve to inspire both agents and other COs, and to convince onlookers that concerted community action can make lasting and positive change.

**Bougouni Commune: Women submit a convincing daycare proposal to the mayor.**

The "*Coopérative multifonctionnelle des femmes*" (CMF) in Bougouni undertook a needs analysis which revealed that access to land was an issue compromising

revenue-generating opportunities for its members. These needs were brought to local communal authorities, who accepted to accord to the CMF the right over certain parcels of land. For one of these parcels, the CMF decided to set up a daycare facility. Using skills obtained through the DG program, the CMF mounted a convincing proposal, which they submitted to the local authorities. This proposal gained their support, and is now at the level of the Sikasso *Académie* pending approval.

**Bougoula Commune: The AV redresses a banking error.**

As usual, the Bougoula AV had taken a loan with the BNDA to be reimbursed after the cotton harvest. At reimbursement time, a computational error imputed a sum to be repaid that was 10 million FCFA higher than the amount borrowed. Thanks to the VA's good record keeping, a close reading of the documents signed at the time of the loan revealed the error. The VA then had to muster its best advocacy skills in order to convince the BNDA of its error. With the support of the community, and after much negotiation, the BNDA accepted its responsibility and acquitted the VA of the debt.

**N'golodiana Commune: COs and youth protest a decision to change the «*Chef lieu de commune*».**

The mayor of N'golodiana took the unilateral decision to move the «*Chef lieu de commune*» to his native village. The AJDN (*Association des Jeunes pour le Développement de N'golodiana*), which coordinates nearly all the COs in the commune, reacted quickly by meeting with the Kolondièba Prefect, the Sikasso High Commissioner, and even the Minister of Territorial Administration and Local Communes ("*Ministre de l'administration territoriale et des collectivités locales*"). As a result of these actions, the mayor was obliged to stay in the original location of Toutiala. The AJDN is keeping a watchful eye on developments in the commune.

**Village of Torakoro, Commune of Danou: Local AVs mobilize to demand transparency from the ZAER.**

In Torakoro, as in many other villages in Bougouni, local AVs had for years suffered the effects of CMDT mismanagement, for example, in the delivery of inputs such as insecticides. One of the CMDT's questionable practices was to deliver empty or only partially filled containers of insecticide, despite the AVs having paid for more. However, the AV secretaries, having had no prior training, registered receipt of deliveries from the CMDT without inspecting contents. Nowadays, upon delivery of any products the AV secretaries, in the presence of the ZAER manager, open each box to inspect its contents. On one occasion in 2001, fully 78 containers of insecticide were returned to the CMDT.

**Bougouni and Kolondièba circles: DG-trained "*relais*" organize themselves into service-provider organizations.**

In the two circles, 151 «*relais*» have put in place two organizations that are now legally recognized. These new organizations have negotiated various service contracts with mayors from different communes and with other institutional partners. For example, Helvetas' PAD program plans to contract with the Bougouni *relais*

organization to provide facilitation services at the village level. The kinds of services that *relais* have been providing in the program, and therefore could provide to other partners, include:

- facilitation and leading of training modules;
- organization and support to theatrical presentations;
- community mobilization (in 2002, for the presidential and legislative elections);
- Civic Action Centre facilitation and leadership; and
- Ongoing support and advice on community organizational questions (*appui-conseil*).

The *relais* groups are currently ensuring training follow-up for COs in 26 communes in Bougouni for OMAES.

- **Civic Action Centers**

Eight pilot Civic Action Centers (CACs) continue our experiment with providing civic action resources and support at the local level. CACs are information repositories, open to all. They are run by "*relais*", have their own internal regulations and policies, and implement programs according to local interests and contexts. DG program agents facilitate CACs, and are in the process of preparing to transfer responsibility for these centers to the community. CACs are becoming quite popular: on market days, people flock to the CACs to participate in debates on a variety of topics such as the cotton crisis, HIV/AIDS, and the Ivory Coast crisis, as well as on the themes of decentralization, citizenship, and rights and responsibilities. These debates are often broadcast on radio, with commentary provided by the "*relais*".



"Relais" in Djèkabougou (Sido Commune), February 2002 : A training on management of Civic Action Centres, with participation from state and communal authorities.

#### **IV. Challenges Encountered/ Lessons Learned**

##### **Challenges Encountered**

Five years of implementing the DG program has taught us a lot about the challenges that continue to exist, and have shown us that new challenges are always around the corner. In the months and years to come, we feel that it will be important to:

- ◆ Consolidate CO capacities in financial management, in the interests of organizational self-sufficiency and in order to ensure that COs are able to fully participate in shared governance activities when called upon.
- ◆ Have communes or groups of communes define the precise roles that traditional leaders should play in participatory communal development.
- ◆ Introduce awareness raising and capacity building in the private sector, to prepare these actors to fully assume their role in shared governance.
- ◆ Further prepare CO managers, and in particular women leaders, to assume elected positions in future communal elections.
- ◆ In general, continue to invest in activities that promote the active and engaged participation of citizens in communal life.

### **Lessons Learned**

- The program's success in effectively mobilizing citizens around communal development is based on a fundamental appreciation of and respect for cultural differences. When activities are organized, every effort is made to respect cultural norms that may differ from village to village within the same commune.
- The need for coordination between different development actors intervening in the same zone is critical. Otherwise, participation in development activities may tend to be shallow, as participants weigh their involvement in development activities on largely self-interested criteria. The Development Panel set up jointly by SC and Helvetas has contributed greatly to improving the possibilities for more meaningful participation.
- While having agents become very familiar and close the communities they work with is necessary for program success, it is also true that spending too long in a community can lead to complacency, on the part of the agent or the community. Therefore, rotation of agents from time to time is a healthy practice, exposing as it does both agents and communities to new partners.
- We have found that a simple yet crucial lesson we have learned is that in the promotion of new ideas such as those we promote in the DG program, making your message interesting to the audience is essential. In other words, you must both know your audience and be convincing about your message.

## **V. Intersectoral Synergy**

The DG program welcomed the participation of field agents from other SC programs in various activities including quarterly reviews and communal debates, in an effort to ensure common understanding across sectors and to ensure the maximum number of opportunities for reinforcing DG messages in the target zone. Indeed, the Director of Soro Yiriwaso consented to preside over our first quarterly review of the year, held in Madina Kouroulamini.

In an effort to encourage complementarity and synergy, the DG program worked with field agents from SC's Health and Agriculture programs, in order to increase their awareness of the democratic principles and organizational methods that increasingly

underpin the COs they work with. In general, field agents from all of SC's programs working in the area organize, as much as possible, joint field visits. For example, the GVMs of Sogola , Diambala and Kola in Bougouni regularly receive joint visits from DG and Agriculture field agents. In Kébila, SC's agricultural agent assists the SC DG agent in organizing and facilitating debates at the Civic Action Center. Other specific examples of inter-sectoral collaboration and synergy include:

### Health

- The Health program established a number of women's organizations as part of its Malaria Control program. The DG program's literacy team provided literacy training to these organizations, a key step in increasing their capacity to work with various tools necessary for the management of revenues generated through the sale of treated mosquito nets.
- The Health program asked the DG team to facilitate various community fora focused on health, whose participants included ASACOs, CVS, and traditional authorities.
- The DG team used its conflict resolution techniques to bring closure to a coordination problem between SC's Health Program and the NGO "*Jeunesse et Développement*" in Manakoro. When SC's new anti-malaria project came to the zone, the NGO feared duplication of its own health activities. The DG team was able to resolve the problem to their mutual satisfaction, thus ensuring that the community continues to receive support from both structures.

### School Health and Nutrition

- SC's School Health and Nutrition Program saw the DG program's excellent experiences with the theatre troupe "DO" (*Acte-sept*) and the medium's effectiveness as both a community mobilization tool and as a BCC vehicle. The DG team put the two in contact, and the troupe contributes presentations to that program.

### Agriculture

- DG agents were instrumental in mobilizing people in their communities to attend the Agricultural Fair organized by SC's Agriculture Program in Bougouni, contributing to its success.
- DG agents also facilitated the « KUMABULON », a forum organized by the Agriculture program promoting exchange amongst actors in the Market Gardening sector.

### Education

- ♦ SC's NGO partners in the Education program received Gender Training by DG agents in November and December 2002, in sessions held in Sikasso, Bougouni and Kolondièba.

## VI. Partnerships

Along with CEPROCIDÉ, the NGO executing agency for this project, SC has been developing since 1999 partnerships with numerous other organizations working in local development. In particular, the "Development Panel" instituted jointly by SC and PAD/Helvetas counts representatives from the following organizations: CMDT, ACODEP, PAI-eau, CCC, BEAGGES, AFAICO, PASF, and PGR. SC works regularly with OMAES and ACOD-Nietaso to provide exchange opportunities amongst COs to reinforce their capacities. In 2002, SC also worked increasingly with communal authorities and with State representatives at the circle and commune levels (Préfets and Sous-préfets), particularly in the organization and facilitation of fora and workshops.

The Southern Mali Radio Network (*Réseau des Radios Libres du Mali Sud*), comprising Radio Benso in Kolondièba, and Radio Kafo, Radio Banimonotié and Radio Bediana in Bougouni, provide invaluable support for mass communication of DG messages and announcements. SC's working relationship with two of these radio stations (Radio Kafo and Radio Benso) proved so fruitful that SC was requested to sit on their respective Boards of Directors. The theatre troupe "DO", after numerous presentations over the years, has established itself as a key actor in civil society development in the region. Finally, the "*Association des chefs de quartier*" in Bougouni has become a valued partner and their support of program objectives is solid.

## VII. Plans for January - June 2003

In the final semester of this cooperative agreement, an emphasis will be placed both on ensuring that agreed upon results are met and that shortcomings will be addressed. This strategy will include the following specific activities:

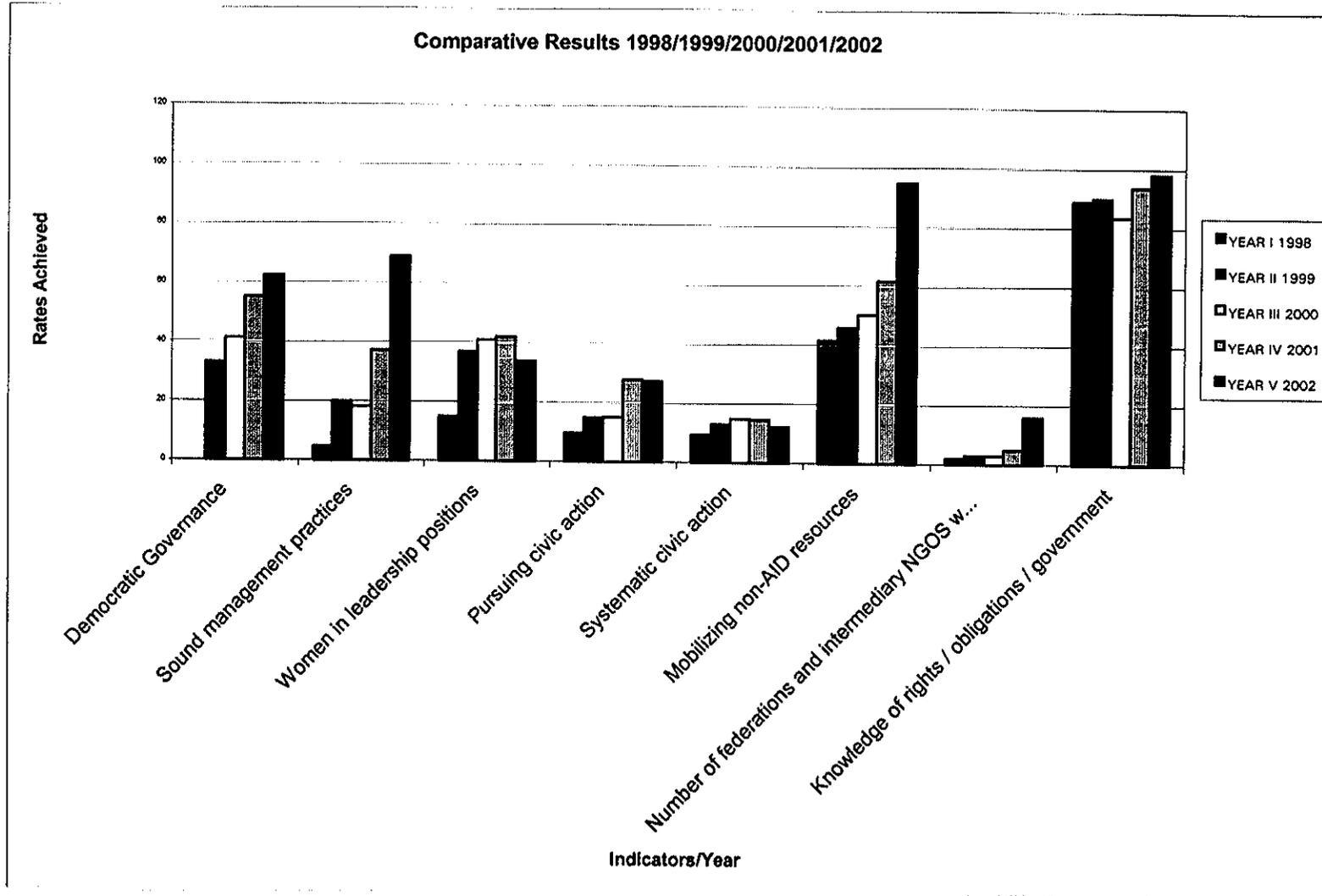
- Refresher training and support to « relais » in their capacity to raise awareness amongst their neighbours about democracy and decentralization.
- Support (*appui-conseil*) to COs to ensure the consolidation of skills and capacities achieved through training.
- Transfer capacities to village and communal actors in order to ensure the continuation of the program's objectives after June 2003.
- DG Program final evaluation.

**ANNEXES**

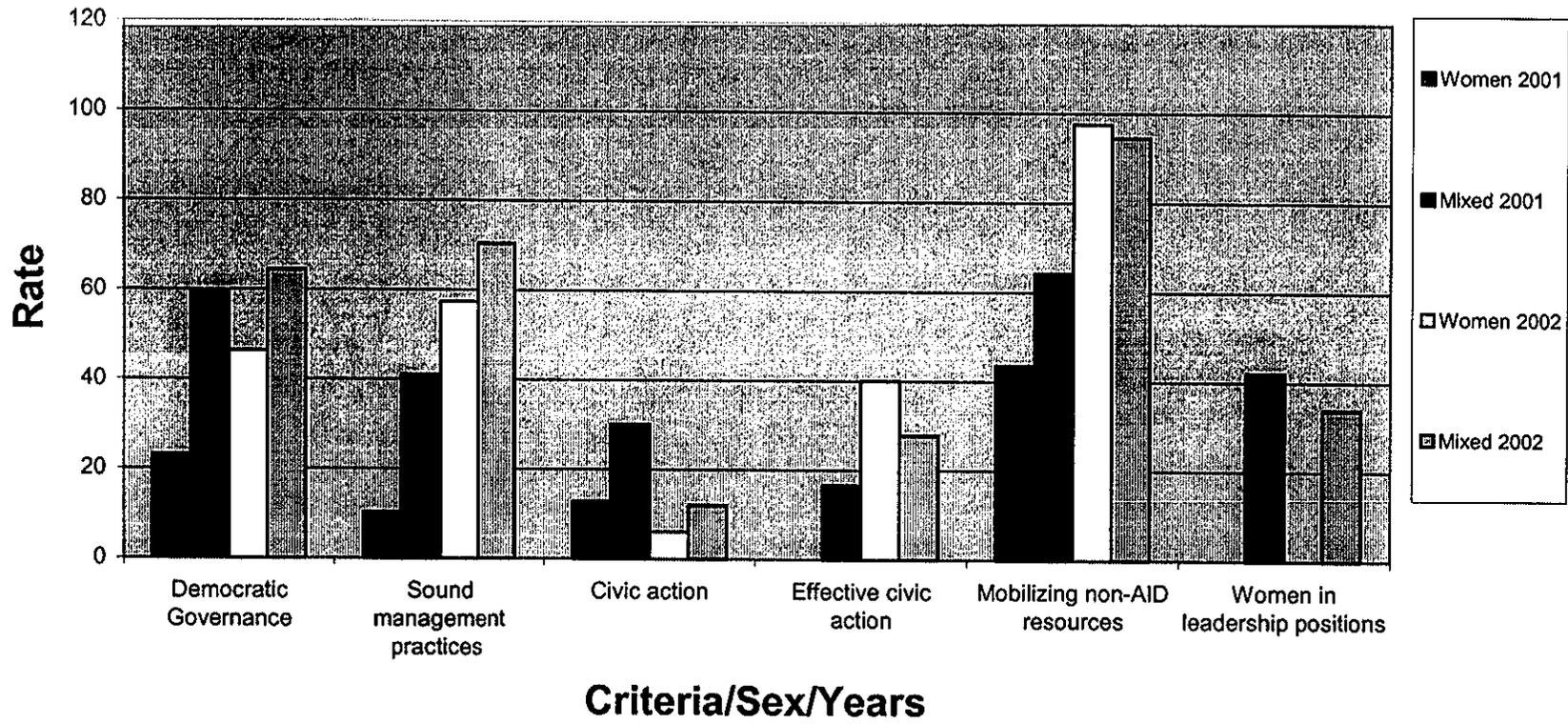
**Annex 1: Comparative Results**

**Annex 2: USAID Democratic Governance Reporting Form**

**Annex 1 – Comparative Results**



### Comparative Results 2001/2002



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## **Annex 2: USAID Democratic Governance Reporting Form**

### **SO 3 Democratic Governance Strategic Objective**

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										21%
1998	/	1.19%							25	
1999	/	12.31%							30	
2000	/	23.03%							40	
2001	/	17.08%								
2002	/	35.10%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										38%
1998	/	23.80%							40	
1999	/	19.49%							45	
2000	/	27.58%							50	
2001	/	30.75%								
2002	/	26.40%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/							5	
2000	/	/							10	
2001	/	/								
2002	/	/								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										6
1998	10%	3.57%							6	
1999	20%	10.77%							10	
2000	30%	2.42%							10	
2001	35%	14.6%								
2002	30%	11.30%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/								1
2000	/	/								2
2001	/	/								
2002	/	/								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										N/A
1998	/	/								
1999	/	/								
2000	/	/								
2001	/	/								
2002	/	/								

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										0
1998	10%	0%								20
1999	25%	39.48%								40
2000	40%	41.13%								60
2001	50%	55.30%								
2002	60%	62.30%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										5
1998	20%	4.76%								10
1999	40%	41.03%								20
2000	50%	18.19%								40
2001	65%	37.2%								
2002	50%	68.9%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										38
1998	10%	9.52%								40
1999	20%	12.82%								45
2000	30%	14.84%								50
2001	35%	14.6%								
2002	30.00%	28.60%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	15%	15%								
1999	35%	42%								
2000	45%	41.01%								
2001	45%	42.02%								
2002	70%	33.9%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	10%	9.72%								
1999	20%	14.87%								
2000	30%	12.73%								
2001	35%	27.90%								
2002	35.00%	27.30%								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										35
1998	20%	41.66%								40
1999	40%	46.15%								45
2000	50%	50.30%								50
2001	65%	61.80%								
2002	75%	94.80%								

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								
1999	/	/								
2000	/	/								
2001	/	/								
2002	/	/								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										75
1998	/	75%								80
1999	/	90.77%								85
2000	/	95.76%/								85
2001	/	96.27								
2002	/	96.80%								

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										10
1998	2	2								12
1999	3	4								20
2000	5	4								28
2001	7	5								
2002	9	16								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										4
1998	/	2								5
1999	/	2								10
2000	/	4								14
2001	/	5								
2002	/	16								

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										61
1998	/	2								65
1999	/	3								70
2000	/	3								75
2001	/	4								
2002	/	16								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										N/A
1998	/	/								N/A
1999	/	/								2
2000	/	/								2
2001	/	/								
2002	/	/								

IR 3.1.2 Target intermediary NGOs and Federations effectively represent COs Interest

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	2								
1999	/	2								
2000	/	4								
2001	/	4								
2002	/	9								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										N/A
1998	/	9								2
1999	/	10								5
2000	/	9								10
2001	/	10								
2002	/	16								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								
1999	/	/								
2000	/	/								
2001	/	/								
2002	/	/								

IR 3.2.1 INPUTS : Grants for technical assistance and linkage activities given

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								
1999	/	/								
2000	/	/								
2001	/	/								
2002	/	/								

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

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	/								
1999	/	/								
2000	/	/								
2001	/	/								
2002	/	/								

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

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										0
1998	/	/								
1999	/	2								8
2000	/	2								12
2001	/	4								18
2002	/	9								

IR 3.1.2.2 Intermediary NGOs and Federations use civic action techniques

YEAR	SAVE		CARE		CLUSA		WORLD ED		USAID	
	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Baseline										
1998	/	2								
1999	/	2								
2000	/	4								
2001	/	5								
2002	/	9								