

**MID-TERM EVALUATION REPORT OF THE
WOMEN'S SUPPORT PROJECT IN
N'TOMIKOROBOUGOU (BAMAKO/MALI)**

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ABBREVIATIONS

APDF	Action Paggiri Développement Communautaire (an NGO)
CAP	Pedagogy center for teaching and learning
CHA	Community Health Association
CHATOM	Community Health Association of n'TOMikorobougou
CHC	Community Health Center
EFP	Essential Familial Practices
EIG	Economic Interest Group
IEC	Information Education Communication
IGA	Income Generated Activities
NA	Not Applicable
NGO	Non Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
NPM	Norwegian Protestant Mission
QDC	Quarter Development Committee
TDC	Technical Director of the Center (the CHC)
WLDC	Women Local Development Comity
WOAC	Women ONG and Association Coordination
WSP	Women Support Project

SUMMARY

This document is focused on evaluation of the implementation from 2009 to February 2012 of Women's Support Project of N'Tomikorobougou (WSP). N'Tomikorobougou population was estimated 11 638 inhabitants in 2009 classified into four (4) sectors and in households with an average of 10.6 members.

The Project was initiated by the Norwegian Protestant Mission (NPM) which is a Christian member of Normisjon involved in Mali since 1981. It is planned to implement the WSP in two phases: a test phase of three (3) years followed by another phase of five years if the first results are acceptable. Funding for test Phase was provided by NORAD.

The aim of the project is capacity building of women to an improvement of socio-economical life of families in the neighborhood of N'Tomikorobougou.

Therefore, the project is **relevant** and is in accordance with the different policies in force in Mali in development area particularly the strategic Framework for Growth and Poverty Reduction. This framework, which is the main repository for all technical and financial partners in their support in Mali, pays particular interest to gender aspects in all development policies.

WSP is particularly relevant in N'Tomikorobougou, a neighborhood where multitude of women's groups live and the major party do not rule in activity that promotes their institutional development or economical autonomization of their members.

The effectiveness of the WSP is that it has established a partnership with 131 women's associations and has contributed to the creation of two others. These associations comprise more than 300 members.

Thanks to associations and technical and financial support of the Project, regular sanitation, lectures on health and hygiene, free detecting campaigns of disease are organized , sensitization on health issues, hygiene and sanitation are conducted in households, literacy classes are organized for members of women and servants at times of their convenience time, the construction of a shed (for immunization, IEC ...) in the Community Health Association (CHA), the recess of the equipment and the technical support of the CHA.

WSP did not build a center for women because they are unable to acquire land. But its headquarter has been used as their multi-purpose center.

Despite these achievements, to improve effectiveness, the staff of the WSP has some challenges. This is mainly women's mobilization for activities and the acceptance of the Project strategy by women.

Indeed, despite various sessions of explanation and sensitizing, women can not get rid of the idea that the value of a project lies on financial support given to their partners.

Ineffective participation of association's members to the activities is an ongoing problem faced by the Project since its beginning.

The efficiency of the project lies on its good geographical coverage and good coverage of the population.

Thanks to the repartition of its partner associations in the four (4) areas of the neighborhood, to women liabilities in households particularly in children education, hygiene and sanitation and care for the whole family, to sanitation activities of public places, we can say that WSP covers the entire district N'Tomikorobougou and indirectly reach more than ¼ (quarter) of its population.

The effects of the project which can show significant **impacts** is materialize by the organizational and institutional strengthening seen in 7 associations, the implementation of microcredit and other incomes generating activities by 9 associations against 2 to the start-up of the project.

Other important effects to note: contribution to the settlement of available health relay, to the awareness of the population with possibility to clean the area, to facilitate the dissemination of health information in the area, to strengthen solidarity between women, an early consideration by others to women as development actors (the WLDC was allowed to attend some meetings of the CHA, they are often asked to contribute to solve health problems / sanitation in the neighborhood (for example, awareness of food vendors in schools on health issues).

However, in the field of literacy, due to the lack of assiduity of listeners, we can say that most of the expected results can not be achieved at the end of the project with the current strategies of activities implementation. Learning to read and write, however, is very important in the capacity of an individual or group in which 29% of members are not attending school. It is therefore necessary to change strategies in literacy project.

In addition to the capacity building of associations, the establishment of WLDC and Council are factors of **sustainability** of interventions initiated by WSP. Despite a lack of commitment of the Board to fulfill its advice responsibilities to support the Project, reflects the involvement of local authorities (administrative and community), in the planning and review of project activities. Regarding the WLDC, although a doubt is perceptible to their level and at all other stakeholders regarding its capabilities, its

role is beginning to be perceived by women. Members of WLDC are aware of the huge responsibilities assigned to them and are proud. But for now, the WLDC has neither technical, nor economical capacity to perform its role effectively.

LESSONS LEARNED

1. Activities including institutional capacity building should be achieved in the length and occurred gradually as a detailed plan over several years, if not we'll remain always at the same stage of evolution in each phase of intervention (Project). Indeed, one can see that some women's partners of WSP existed for several years, but acted in an irregular manner of IGA. However, upon arrival of WSP, none of them had either any institutional capacity, economic capacity or satisfactory.
2. Interventions carried out simultaneously by several associations can show how a community needs a self-sufficient as "reference for solving various problems" and to induce concrete effects of changes.
This is the case of WSP and its partners who are highly visible in N'Tomikorobougou, which begin to form a lobby group without being conscious of that and in which population trust very.
3. The need to adjust the frequency of project activities to beneficiaries daily activities especially in cities.
Regarding the WSP, the non participation of women in activities could be linked to the high frequency of its meetings such as statutory meetings of associations that are weekly and bi-monthly for some others.

I. INTRODUCTION

1.1 OVERVIEW OF THE PROJET

N'Tomikorobougou is a neighborhood of the District III of Bamako. This quarter like the other district was created by Ordinance No. 7832 CMLN of August 18, 1978, and is a decentralized administrative collectivity led by municipal council of 37 members. In 2009, the population of N'Tomikorobougou was estimated to 11,638 inhabitants. The NPM which is a Norwegian Christian organization member of Normisjon, in Mali, has its headquarter in Bamako since its arrival in 1981.

Its areas of intervention are: Bamako (N'Tomikorobougou and Sikoroni), Bafoulabé, and Oussibidjania Tambaga. Its activities include missionary work, actions and development aid.

As part of his missionary activities, the mission has appointed its first missionary in the district of N'Tomikorobougou in 2000. Since this moment no development activity has been conducted by it in this neighborhood. However, poverty and the precariousness of life due to the absence or the timidity of economic activities have always attracted the attention of the resident missionary that lead to this project initiative.

The project called "Women's Support Project: WSP" has an objective of development, to capacity building of women in order to improve the socio-economical life of families in the neighborhood of N 'Tomikorobougou.

More specifically, the WSP has set 10 goals:

1. Make available to women of the neighborhood a center with an office and a training room.
2. Having qualified and motivated persons for the project.
3. Identification/establishment and organization of women's groups.
4. Establish project management bodies.
5. Improve health conditions of the neighborhood.
6. Promote literacy for women and servants to improve rates.
7. Support the economic activities of women in the neighborhood.
8. Strengthen the capacities of women in leadership, lobbying and advocacy.
9. Help to clean the neighborhood.
10. Support CHC.

To reach the objectives, several activities have been defined. The activities will be implemented in two phases. There will be a 3-year test phase that will permit to implement all operation and organization features and to test the effectiveness of approaches.

This phase has received the financing from NORAD (Norwegian Development Cooperation).

If the results obtained during the test phase are satisfactory the second phase scheduled for 5 years will then be requested and must result viable program management framework.

1.2 OBJECTIVES OF THE EVALUATION

After two years of implementation, the NPM has decided to make the evaluation of the Project. The evaluation has as main objectives:

- Evaluate the Project Directors, their skills, efficiency, collaboration with partners and local authorities.
- Evaluate methods of intervention.
- Based on risk analysis of Chapter 4 of the project, review the operation of paragraph 2.5 of the Annual Plan 2012 to provide the necessary information to staff and to all groups and individuals involved in the project to decide the future of the project and answer the question of whether a new phase of the project is recommended. To do the job, the NPM has committed three people: two women (one Norwegian and one Malian) and a man (a Malian).

1.3 METHODOLOGY OF THE EVALUATION

The evaluation has been made in several steps:

- ✓ documentation review
- ✓ development of tools for data collection by the team;
- ✓ data collection
- ✓ data analysis
- ✓ Additional data collection
- ✓ report writing

Data collection was conducted among all stakeholders:

- ✓ NPM, WSP
- ✓ village and communitarian Authorities of N'Tomikorobougou: head of
- ✓ quarter, town hall
- ✓ CHA, CHC
- ✓ Schools, literacy centers
- ✓ Project Management bodies: Council WLDC
- ✓ Women's Associations

- ✓ Visit of the neighborhood

Collection techniques have been:

- ✓ Observation of infrastructure, streets and facilities, management support, production activities and literacy
- ✓ Individual interviews
- ✓ Meeting with members of associations receiving a grant of WSP for IGA; focus group with some association members not received financial support from WSP.

II. RESULTS OF THE EVALUATION

Data analysis was made on the basis of project objectives and the term-sheets of the assessment particularly the questions they ask. These issues are broadly consistent with the criteria of relevance, effectiveness, efficiency, of impact and sustainability. The 10 goals were grouped into five (5) areas. The results are presented in accordance with the relevant area and criteria.

Difficulties, constraints and challenges of each area were also analyzed.

Conclusions were pointed out and recommendations made by field

It should however be noted that in the results we have spoken about results which can contribute to an impact instead of impact because the impact of a project can not be measured during the interventions.

The analysis will start at the beginning of the activities in February 29, 2012 and covers the 12 associations that have an effective partnership with WSP.

However, the results highlight an association which is the 13th in fact operational since 2012.

2.1 ORGANIZATIONAL, INSTITUTIONAL AND ECONOMICAL CAPACITY BUILDING OF ASSOCIATIONS

➤ Description of activities

Description of activities

In this area, we will analyze the results of objectives 3, 4, 7 and 8 of the Project.

These are:

- Identification / Establishment and Organization of women's groups.
- Establish the project management bodies.
- Support the economic activities of women in the neighborhood.
- Reinforce women's capacity in leadership, lobbying and advocacy

➤ Relevance

Four main reasons make evident the relevance of this field of activities:

- Organize groups is important for a project which aims to build capacity in general and in particular in N'Tomikorobougou. In fact, in N'Tomikorobougou, there are several legal women's associations. Most of these associations comprise women of a same generation living in the same geographical area (family, close proximity). They are often created on the initiative of one person and are only viable thanks to the dynamism of this person. Their activities are

focused on gathering regular contributions to be handed in cash or in kind in turn to a member to support social events, to organize recreational activities.

- These non-profit activities and which do not require regular meetings do not conduct to organizational learning and do not contribute to economical capacities empowerment of women. This is confirmed in Figure I: among the 11 former partners and associations of WSP, only one was doing microcredit and one did production activity at the time of identification.
- The relevance of financial capacity building of women is justified with the fact that:
 - Only 38 women, 13% members of Associations partners of WSP undertake a salaried activity;
 - And in general, in Mali, the salary level is not very high; many women including those who get salary do small trade to increase their income;
- Economic activities implemented are recognized as a need by all women. Finally, the relevance of the business area is also justified by its suitability with various development policies in Mali including the Strategic Framework for Growth and Poverty Reduction. This framework that provides an important part to the Woman is the unique reference medium term development policy of Mali and the main repository for all technical and financial partners in their support to the country.

➤ Effectiveness

The effectiveness of WSP materializes through:

- Working with 10 associations¹: AIFISEF (Association for Information, Education and Socio-Economical Integration of Women also called Lahidu) APROFENT (Association for the Advancement of Women and Children of N'Tomikorobougou) , Badenya (Association "Badeya" for Woman N'Tomikorobougou also known ABFT), Baroni, Benkan, Déguètiguï (Association "Dèguètiki" also called A.De DEGUETIKI) Djiguiya (Association "Djiguiya" of N'Tomikorobougou also called AD N'TO) Sabougnouma I (Association "Sabougnouma N'Ton" of N'Tomikorobougou also called SGnN N'Tomikorobougou) Sabougnouma II Walea I (Association "Walea" of N'Tomikorobougou also called WA) and Yellen.

¹ Several other associations have contacted PAF. But for various reasons (having not the same objectives, do not meet membership criteria. For example an association of women from several areas of Bamako) they have not worked with PAF. These associations include AFR (Association of Women for Success), APDF (Association for the Advancement and Advocacy of Women), Association Mariam Peru Djekafa....

- The creation of two associations: Walea II and Danaya. But note that Walea II comes from Walea I, which was considered too large (110 members) to be effectively functional. And Danaya has been created only in 2012, so it is not taken into account in our analysis.
- The establishment of WLDC. The WLDC was settled in 2010 and its management bodies have been established. It has his legal authorization. It is composed of one member from each partner association of WSP having legal authorization and pays a membership fee of 10,000 CFA francs. The monthly contribution of WLDC is 1000CFA / month / association.

The Project Management Council was also established. But there are no governing rules. Participation of its members to regular meetings (quarterly) is not effective. Board members play their role as counselor whenever they are requested, but they do not systematically relate their activities to their structure. Moreover, a PV meetings is prepared by the WSP and validated at the next meeting, but is not relayed. General information on 12 partner organizations of WSP is shown in Figure I.

Table I: General Information to 31st December 2011 on the association partners of Women Support Project of N'Tomikorobougou.

	Date of creation (if no receipt or having receipt by the year 2009)	Date of receipt	Number of members	Microcredit or another IGA when WSP was coming	Number of members not attended school	Number of members having only primary school level	Number of members waged
AIFISEF		1998	20	None	3	3	3
APROFENT		1994	22	None	7	8	4
Badéya		2006	17	Transformation fonio	3	5	3
Baroni	Before 2009	No receipt	32	None	30	0	1
Benkan	2008	2010	50	Microcredit	6	30	6
Dèguètikiki		2007	23	None	4	11	3
Djiguiya		2003	30	None	7	12	6
Sabougnouma I		2005	17	None	5	3	2
Sabougnouman II	Before 2009	2012	18	None	5	8	1
Walea I	Before 2009	2009	24	None	3	14	4
Waléa II	Created by WSP	No receipt	23	NA	6	5	3
Yellen	Before 2009	2010	16	None	4	5	2
Total			292		84	106	38

Almost all of the planned activities were organized by WSP.

It is essentially:

- Information and sensitization of associations' members about targets, strategies and project activities.
- Supervisors' Technical support in order to update the statutes and internal rules of associations.
- Monitoring and technical support of regular meetings' held.
- Members Training of 12 associations in their activities management including microcredit.
- Training for Treasurers of 9 associations (AIFISEF / Lahidu, AFROFENT, Badenya, Benkan, Déguètigui, Sabougnouma I Waléal, Walea II, Yellen) in updating books of income and expenditure. Training of Secretaries of seven associations (Badenya, Benkan, Déguètigui, Sabougnouma II Waléal, Walea II, and Yellen) on record-keeping control.
- Training of members of four associations (Benkan, Déguètigui, Walea II, and Yellen) in Techniques of partnership Research.
- Initiation of members of 11 associations (member WLDC / or committee members) to leadership and project management and planning strategy. Only Sabougnouma II was not represented at this training.

IGA settlement support to six associations. This support was to grant 60% of the cost of the activity, to organize technical training on the activity of some members of the association, to regularly monitor the progress of the activity by the supervisor. The results of these activities are recorded in Figure III.

➤ **Efficiency**

The efficiency of the project materializes through:

- The collaboration with 292 women divided into 12 associations.
- The strengthening of the economical activities of two associations. These are those who led such activities before and which activity continues and functions well.
- The contribution to the establishment and good functioning of an economical activity in three associations.

However, difficulties occurred in the implementation of an activity that received the grant of WSP: this is the production of soap AIFISEF. Indeed, the activity is conducted improperly and the cause is a lack of cohesion among its members and inadequate flow of their product. The difficulty is about to be overcome according to its members. As proof they recently organized training on soap production techniques better than before (activity which coincided with our visit there). Two other

groups have initiated microcredit activities since their collaboration with WSP, but these activities are currently facing delays in repayment of the loan. In the other hand, WSP and its associations in activities organization seem to be not very efficient. In fact, the activities, if conducted according to the provisions require time and energy from women. Regular meetings within the associations are scheduled once a week for most of them, or once a fortnight for some. To this must be added production meetings, trainings, the WLDC, the Council, sanitation, relays activities, literacy, conferences, etc...

In all, a woman of the association who do not even have a special responsibility (not the WLDC or the council member, not a relay) may have to attend 10 meetings per month (4 meetings of the association, two activities IGA, 2 days of sanitation, one conference, and one training activity).

Much more time has been taken during the various meetings of the project to the issue of non-member participation in activities without satisfactory result.

To be efficient at this level, the question that we must answer is: the activities of WSP are major or complementary for women?

Table II: Summary of functioning of associations partners of Women Support Project of N'Tomikorobougou up to December 31st, 2011.

	Contribution to WLDC	Number of trainings attended/6	Holding meetings	IGA without the WSP financial support	Lessons on health during meetings	Participation in health and sanitation activities
AIFISEF	4 months delay	4	Insufficient	Production of Soap	No	Middle
APROFENT	On date	5	Middle	Microcredit (doesn't work well)	No	Middle
Badéya	5 months delay	5	Insufficient	Production of cleaned and precooked fonio (cereal) Exploitation of Mill	No	Insufficient
Baroni	5 months delay	2	Insufficient	None	No	Insufficient
Benkan	On date	6	Middle	Microcredit (good) Production of peanuts pasta	Yes	Good
Dèguètiki	On date	6	Middle	Microcredit (good) Production of Soap	Yes	Good
Djiguiya	On date	3	Middle	Production of cleaned and precooked fonio (cereal) Production of peanuts pasta	No	Good
Sabougnouma I	On date	5	Very Insufficient	None	Yes	Middle
Sabougnouman II	On date	2	Middle	Objects (bottles, panier...) decorations	Yes	Good
Walea I	A month delay	4	Good (meetings holding regularly, well filled of management tools)	None	Yes	Good
Waléa II	On date	6	Middle	Microcredit (good) Confection of Bags	Yes	Good
Yellen	On date	2	Insufficient	Microcredit (doesn't work well)	Yes	Middle

➤ Impact

The following results could contribute to long-term positive impacts:

- The large geographical coverage of the area by the partners of WSP could help extend the impact of interventions to a great number of people.
- The existence of the Management Committee of activities in each association.
- The legal recognition of three associations. This is the associations that have had their authorization from 2009. WSP contribute to it directly (organizational support) or indirectly (the authorization has been sought by the association in order to be eligible for WSP grants).
- Perceptible Strengthening capacities of seven (7) associations. These are those that were rated as good or in middle by two supervisors. Some results of this field of activities led to the implementation of some activities, health / sanitation and literacy (organization of sanitation days, implementation of communitarian outreach, and mass enrollment of female literacy in 2009 / 2010).

A combined analysis of the assessment of associations by supervisors, their level of WLDC contribution and their participation in training activities permit us to say that taken together, the associations did not contribute very effectively to the implementation of the Project. The criteria for assessing associations by supervisors are essentially meetings held and members' participation in activities. Figure II shows that:

- Only one association is classified good for meetings held while 4 were classified insufficient and very insufficient. Moreover, the low participation of members at meetings has been a topic during various meetings. The reasons given by women would be the high frequency of meetings, insufficient funding of IGA by WSP.
- Only three associations participated to the 6 trainings in the organizational capacity building.
- The health lessons have not been integrated into the activities of five associations, because their meetings are not held regularly or they do not solicit the business.
- Two associations were classified inadequate not only in the meetings held, but also participation to the activities of health / sanitation. These same associations are in delay in of the WLDC contribution payment.

Note however that women are better classified in activities for health and sanitation than in the organizational domain. In fact:

- Only one association was listed well for meetings held against 6 for participation in health and sanitation.
- Five associations were classified inadequate or very inadequate for the meetings held against two for participation to health and sanitation activities.

The question we might ask at this level is: Are the women find most relevant health / sanitation activities than the organizational domain or do they have more skills in the first than in the second? The answer to this question could help find solutions to the low participation of women in some activities.

Women find that their organizations work better since their collaboration with WSP in particular:

- In understanding the role and responsibilities of each member of the association. Before, they believed that all the responsibilities were a matter for presidents;
- In understanding the importance of statutes and internal regulations that improve the governance of the association;
- In the best management of IGA. We can take the example of Benkan which do microcredit before WSP. Its member's say that the association has improved its lending strategy throughout lessons learned advice / training received from WSP. Now the priority is given to trader to get loan. Before, the amount available was evenly distributed among all members who demonstrated need, which resulted in repayment difficulties and delays in generating profits.

➤ **Sustainability**

It is too early to assess the sustainability of associations capacity building notably the establishment of management structures on the sustainability of interventions initiated by WSP. However, sustainability factors exist:

- The appropriation of the Project by the district authorities and beneficiaries. For these people, the project is theirs (they consider the project as a result of the neighborly relations between them and the first missionaries who lived in the area. Moreover, their involvement in all phases of its development, gives them the feeling of having initiated activities). These people, although they do not regularly participate to the activities, feel responsible for the Project and are key elements of security in its implementation.
- The evidence of the project in the quarter and good appreciation by the people for the relevance of activities and for motivation and admiration they have for their staff.
- The trainings received by association's members.
- The establishment of WLDC.

However, the durability of interventions initiated by WSP is mainly based on the future capabilities of WLDC. Indeed, as can notice that, some associations have existed during a long time and had legal recognition before WSP, but had no autonomy at its arrival. Yet, some of these associations have had to conduct activities in the past².

This suggests that the funding of the association by a third person (or entity) and the shutdown of activities with the withdrawal of this person.

Table III: Status as of February 29, 2012 of association's IGA (income generated activities) subsidized by WSP

Association	Activity	Cost (FCFA)	Duration of the activity (in month)	Monthly means profit (F CFA)	Fond actually available (FCFA)	Observations
AIFISEF	Soap production	420,000	20	1,400	177,000	Activity no regular
Benkan	Peanut pasta production	436,300	10	18,600	680,900	Regular activity
Dèguètiki	Soap	530,000	8	5,500	317,750	Regular activity
Djiguiya	Fonio (cereal) cleaned and precooked production	500,000	2	13,825		Regular activity
Sabougnouman II	Objects decoration	423,700	1	173,575	225,400	NA
Waléa II	Bags confection	221,700	10	6,500	110,000	

² Diguiya, APROFENT



Photo 1: Soap production by the women of Deguetiki association in the yard of the Women Support Project headquarter during the visit of the evaluators



Photo 2: Specimen of products made by the associations partners of Women Support Project

➤ **Difficulties/constraints/challenges**

The weakness of WSP approach to identify women association is that it was not very active. That has resulted to the non registration of some important groups like this of the Church and the other of military camp.

The lack of political active renewal associations' members could contribute to their rapid breakup especially when we know that some associations have lost members since their identification by WSP³. The reasons for this dislocation would be the move but mostly demotivation. The cause of this demotivation is linked to the policy of WSP which organizes many meetings and finances difficultly and less IGA.

Two WLDC members of associations have no legal authorization. Nevertheless, they are considered by the management structures of WSP as legal as they are from associations with authorization.

WSP's approach to divide the large associations in order to facilitate their management does not seem very effective. Because in long-term, the WLDC will have several associations to manage.

The application of decisions retroactively: For example, it was required to AIFISEF to pay 10% of the grant of WSP to the activity of soap production even if this criterion did not exist when it began the activity. Talking about the association Danaya, it is required to pay dues to WLDC of months prior to its creation (that is to say from the month in which the first members of WLDC have started to contribute).

2.2 MULTIFUNCTIONAL CENTER

The goal is to provide women of the quarter an office and a training room.

➤ **Description of activities**

This is to build and equip an office. But the building plot must belong to women and be acquired by women themselves.

➤ **Relevance**

Make available to women who are partners of WSP a multipurpose center is relevant because in the neighborhood, there is no such center. However, failing to get a

³ AIFISEF from 31 to 20 members;
Djiguiya from 40 to 30 members;
Sabounouma I went from 30 to 20 members;
Sabounouma 2 from 34 to 18 members;
Walea II from 30 to 23 members.

center, women conduct their business in the family of one of their member or on the street, and that arises difficulties:

- Space Problem for storing large amounts of raw materials, which could ensure the continuation of the activity in the periods when raw material is seldom and expensive.
- Security problem because chemicals (such as those used when soap manufacturing) are located in not closed areas and can be reached by children.
- Hygiene problem for food products (e.g. peanut butter) manufactured in the street because they are more exposed to wind and dust.
- Activities are slow during the rainy season.

Build the center on a land owned by women is relevant because:

- This would avoid frequent changes in local, which contributes to good facilities planning.
- Avoid rental charges to women.

➤ **Effectiveness**

The multipurpose center was not built because women do not yet have a plot. The non-obtaining of land is due to several factors:

- There is no enough free space in N'Tomikorobougou which is an old neighborhood.
- The women would not want to buy the plot, but wanted it is to be offered to them by the authorities as a contribution to their actions.
- The lack of coordination in the management of land research. Indeed, the responsibility for plot research was assigned to different persons at different times and the evolution of approaches has not been shared or analyzed systematically.

About the research of plot, the outcome follows: the file is in the Governorate of the District of Bamako, where they were advised to pay a lump sum to be owner of land and not those to whom the land was given if they do not pay anything.

Nevertheless, we can say that the goal was reached in part because the local of WSP served as interim center for women's activities. These are essentially:

- Training of women.
- Meetings of WLDC and council.
- Literacy classes.
- The implementation of some activities such as the production and storage of soap and the decoration of objects.

➤ **Efficiency**

Land research was not very efficient. Much time and energy have been made for the activity and the result was not reached. In fact, the question was included in the agenda of almost all meetings of women, the board and WSP.

The question was also submitted to the authorities of all levels: quarter, Commune III, district (Gouvernorat of Bamako). Several solution proposals have been made, but they were all deemed not appropriate after analysis.

➤ **Impact**

The fact that the responsibility for finding the plot was assigned to women has had positive effects. These are mainly:

- The increasing appropriation of WSP by women and the strengthening of their identity. Indeed, through the action of setting up joint center (women seek the plot, the WSP built it), has given every woman the feeling of being an actor and not just the beneficiary of the Project.
- The reinforcement of the identity of WLDC women because it is through this structure they seek the land
- The reinforcement of women lobbying capacity. In fact, through the process of land research, the members of WLDC understood that local authorities, municipal and administrative responsibility have to support their actions in particular to facilitate a plot obtaining.

The existence of a multipurpose center (office WSP) has had positive impacts:

- Strengthen the links between members of the same association between different associations in sharing the same space for activities.
- Facilitate the coordination and supervision of activities.

Contribute to the productivity of women in craft activities. Women can spend more time in activities than if they stay at home because in the center, they are not distracted by domestic issues.

➤ **Sustainability**

As expected by the WSP, the durability of a multipurpose center for women is based on the construction of a parcel belonging to them. Possess a building, not only will solve many difficulties of rental charges, but also could represent an additional source of income for women.

➤ **Difficulties/constraints/challenges**

The major Challenge of this goal is to obtain land and the administrative management of the center.

2.3 QUALIFIED STAFF

The objective is to have a qualified and motivated staff for the Project.

➤ **Description of activities**

These activities planned to achieve the goal is to recruit, train and equip:

- a coordinator;
- a Health / HIV / AIDS supervisor;
- a literacy/ IGA supervisor;
- an administrative assistant

➤ **Relevance**

Having skilled and motivated staff is very relevant for WSP as all project activities depend primarily on their skills. Indeed, these persons are primarily responsible to organize, to plan, to monitor activities and assess the need for capacity building of associations and their members. They also have an important role of support / advice of trainers of associations' members.

The presence of such personnel is also relevant because the project activities comprise various fields and concern a group of associations which has neither management committees nor permanent staff. WSP personnel are needed to play a coordinating role.

➤ **Effectiveness**

WSP activities implementation of has accoutered disruption because of the non-availability of Norwegian coordinating. Therefore, due in January, the Project activities have actually started in August because the coordinator was following language and culture training. Nine (9) months after the project start-up, she left and was replaced three months later.

In addition, the coordinator works only half-time on the Project. Literacy/ IGA activities and health/ sanitation supervisors were recruited respectively in 2009 and in 2010. These two officers have qualifications and experience in their areas of responsibility. They received equipment and materials necessary for the implementation of their activities. Each has received several trainings in its field. Some of these courses were organized especially for them. They also participated in training organized for members of associations during which they have sometimes played the role of co-trainers.

The weak point of capacity building for supervisors is that they have not previously received extensive training in organizational development. The reason is the non identification of appropriate training.

In opposition to the forecast, it was seen not useful to recruit an administrative assistant; this role was played mainly by the supervisor in charge of literacy and economic activities. We believe that this added responsibility has had negative repercussions on her initial responsibilities. She could spend more time looking for innovative initiatives to solve some problems such as non-participation of women in meetings, the difficulties of IGA.

➤ **Efficiency**

We can say that the project was efficient because of fewer staff and the large number of trained persons and structures and this in several areas of activities

➤ **Impact**

Despite the qualifications, experience, motivation of staff, the results obtained by WSP in terms of associations' organizational capacity building are not very satisfactory. Failure would be located partly in the choice of positions and responsibilities of supervisors assigned to each person. For example, there is no position of organizational development which is nevertheless a very important area in the Project. Within the functions of the coordinator, it does not appear implicitly responsibilities of support / advice and supervision of supervisors. Only one job description type was done for two supervisors, therefore, it is difficult for a supervisor to understand all the responsibilities assigned to her. The staff does not seem to have enough competences in organizational area. This failure is evident in their associations' management system and reporting:

- The fact of having as unique alternative to facilitate the management of a big association to split it into two.
- Difficulty in collaboration with the CHATOM.
- The lack of documents where the basic situation of each association is recorded.
- The lack of framework for the monthly and quarterly reports.
- The lack of detailed annual reports.

➤ **Sustainability**

Steadiness in capacity building of associations partners of WSP, depend on the stability of its coordinator. Indeed, the scope of the WSP does not allow it to have a full-time Norwegian coordinator. A key factor of stability of the coordinator is also provided in its project document to replace the Norwegian coordinator by a local coordinator.

➤ **Difficulties/constraints/challenges**

The Challenge at this level consists of identifying the needs of the Project in terms of roles and responsibilities.

2.4 LITERACY

The objective is to promote the literacy for women and household-help (servants) to better improve rates.

➤ **Description of activities**

In the domain of the fight against poverty, the Government of Mali initiated a strategy in recent years of large-scale literacy in national languages. This has been materialized in Bamako by the organization of night literacy in many schools since October 2011.

Two outcomes of this objective are expected by WSP:

- Improve the literacy rate of women and servants.
- Provide at least four literacy centers to the population and make trainers available.

To reach these results, WSP has implemented the following strategies:

- Teaching Bamanakan, a language spoken by almost all members of the associations partners of WSP and also by the household-help.
- Courses planned for 7-9 months, scheduled 5 days a week and two hours per day.
- The courses are focused on reading, writing and calculation.

The course schedules are chosen by listeners and trainers accordingly. Two types of calendar were adopted during these three years: from 16h to 18h for some and from 20h to 22h for others. The WSP has supplied to school supplies listeners (notebooks, slates, pens, Chalk).

WSP collaborates with the pedagogy Center for Teaching and Learning (CAP) of N'Tomikorobougou, which provides listeners books, organizes examinations and year-end issues certificates to neo-literates.

The number of training centers established by year depends on the number of registered listeners. A place has been arranged in the headquarters of WSP to serve as literacy center. Classes are negotiated in local schools as needed to do training. Formations were sometimes conducted in some individual family at the request of a group of listeners due to proximity.

The trainers were selected from association members with qualifications in literacy and recycle sessions were organized for them in collaboration with the National

Center of Resources of Non-Formal Education (NFE-CNR). Each trainer is paid 15,000 CFA per month.

The registration fees are 500 FCFA per year for association members. Registration is free for household-help, to which presents are given regularly to encourage them to continue training.

At the end of the school years, feasts are organized. During these ceremonies rewards are given to the best listeners and incentive prizes are awarded to some women.

The table below shows the results of literacy activities.

Table IV: Results of literacy activities initiated by the Women's Support Project (WSP) of N'Tomikorobougou from 2009 to February 2012.

	School year 2009/2010	School year 2010/2011	School year 2011/2012
Number of centers	4	5	2
Number of associations women enrolled	106	85	14
Number of household-help enrolled	0	73	12
Number of listeners who were allow to do the examination	NA	56	NA
Number of listeners who did the examination	NA	41	NA
Number of listeners who passed the examination	NA	26	NA

This objective of the WSP is in harmony with the priorities of Mali. And for the Project literacy was and remains as relevant as shown in Figure I, more than half (65%) of the members of its associations partners are not schooled (29%) or were dropouts from primary school (36%).

Furthermore, the persons met believe that literacy is relevant as the project's activity despite other classes organized by the Government. For these people, this relevance is justified by the ability of women to choose their hours for courses organized by WSP.

➤ Effectiveness

Implementation of literacy activities has not been very effective. In fact:

- During the academic year 2009/2010, classes have started late, so that the seven (7) months required for the evaluation that lead to lead to obtain a certificate has not been reached.

- During the academic year 2010/2011, the school year began normally with 258 listeners. But only 16% had the required level to be allowed to do the examination in June.
- The majority of household-help registered in 2010/2011, could not do the examination in June because they had already gone to the village for their annual visit which is also the rainy season.
- The school year 2011/2012 began in December with only 26 registered divided in two centers. In both centers, the courses are not regular due to the lack of assiduity of listeners. Several servants, old listeners of WSP would have been registered in courses organized by the Government and where two former instructors of WSP teach. Note that the school year for these courses began before that of WSP and the trainers are paid 50,000 CFA per month.

The lack of assiduity of women in literacy activities was emphasized by all the people we met, but none was able to make proposals for solutions.

➤ **Efficiency**

Many efforts have been made to this activity, but very few results were obtained. Indeed, with four centers in 2009/2010, 5 in 2010/2011, 5 recycled trainers, four trainers recruited the first year and five the second year, only 26 women received a certificate of neo-literate in Bamanakan among them, no women unschooled.

➤ **Impact**

The activity has had positive results in some people capacity strengthening. These include:

- The trainers: some trainers no longer practiced the activity for several years and through WSP, they do.
- Recycling supported by WSP and the trainer practice for a few months in the centers of WSP permit the recruitment of two women to teach courses organized by the State.
- Although, the Salary is low, it helps to improve the incomes of the trainers.
- Literacy classes helped some women to use mobile phone (address registration, callers' identification before answering through the reading of addresses on the screen) and another listener non-literate would even be able to write and read letters in Bamanakan.

The documents of management activities in associations are currently filled in Bamanakan, but not very acceptable.

➤ **Sustainability**

Although relevant, there is currently no evidence of sustainability of the activity, as how evidenced by the decrease of listeners from year to year.

Sustainability depends on innovative initiatives of WSP and its partners to get women's motivation.

➤ **Difficulties/constraints/challenges**

The major constraint of this activity was the lack of assiduity courses not only women Associations partners of PAF of WSP, but also the household-help.

2.5 HEALTH AND SANITATION

In this area, we analyzed the results of objectives 5, 9 and 10 of Project.

These objectives are:

- Improve the health condition of the neighborhood.
- Contribute to the sanitation neighborhood.
- Support the CHC.

➤ **Description of activities**

To attain the objectives, the WSP has assigned activities of hygiene and sanitation associations to women sometimes with the support of these of the youth.

Also on WSP proposal, women were selected as community liaisons by CHATOM.

We must remember that in order to make closer the health's services to populations, in recent years, Mali has adopted the policy of communitarian relays.

The implementation of this policy has had positive results especially in villages. The relay is a member of the community, which spends part of his time to support promotion and prevention. He/she urges single persons, families and entire communities to adopt the EFP and encourages the continuation of these practices along the time. He/she is voluntary and work as volunteers. However, communitarian leaders, the CHA, the civil society have a duty to motivate them. The relay is under the administrative responsibility of the CHA and under the technical responsibility of CHC.

In the area of sanitation, we should note that the transitory garbage deposit of District III is located in N'Tomikorobougou. But we cannot say that the garbage deposit is transitory because evaluation is very seldom.

The concessions sweeping and their fronts is a common practice in the district, but garbage collection and transport to the transitional sites are not regular basis. Therefore, we are notice the use of any space in a garbage dump. Garbage

collection is an activity conducted primarily by an EIG (Economic Interest Group) paid monthly by each member.

Table V: the 13 essential familial practices in Mali

1. The household is fully immunize children before one year and is administered them vitamin A every 6 months until 59 months.
2. The 0-5 years children and pregnant women sleep every night under insecticide-treated nets (ITNs)
3. The pregnant women use ANC and CPON (anté-natal and post natal services).
4. The men and the women of household engaged at least a measure to prevent HIV-AIDS.
5. The household practice the birth spacing measures.
6. The lactating mothers practice exclusive breastfeeding (EB) up to 6 months and give complementary foods to children from 6 months of age.
7. The household consume iodized salt.
8. The household members use and maintain latrines.
9. The household consume drinkable water.
10. The household members wash their hands with soap / ash after using the toilet, before eating and feeding children.
11. The households register the children for birth certificate at birth.
12. The household enroll the school age children (boys and girls) to school.
13. The parents give a supplementary food to young children.

➤ **Relevance**

A women support project working in N'Tomikorobougou in the field of health and sanitation is relevant because:

- In households, women are primarily responsible for sanitation and primary caregivers to sick persons.
- In Mali, for several years, management of health and sanitation is the responsibility of the Communes.

Sanitation is a major concern of N'Tomikorobougou populations because of the non-evacuation of their transitory deposit. This has resulted to the formation of a "mountain of garbage" and the frequent pollution of wells by waste.

➤ **Effectiveness**

In general the scheduled activities have been implemented in acceptable way by the Project and by women's associations.

In terms of support to CHC

- Construction of a vaccination shed in the yard.
- Rehabilitation of equipments: beds, table for consultation.
- Provision of laboratory with centrifuge and small medical equipment.
- Registration of 100 students (through them, their families) in CHC (purchase membership card CHA).

Establishment of communitarian health relays in collaboration with the CHA and CHC. Each association partner of WSP has designated two women to be health relays.

Regarding the activities of relays including theirs capacities building

These activities were carried out in collaboration with another partner (Djigui NGOs) and the Technical Director of CHC. It's essentially about:

- Training: they were focused on the roles and responsibilities of relays, the 13 key essential family practices to health (shown in Table V), nutrition, hygiene / sanitation, treatment of wells with bleach.
- The relays have treated about 10 wells for about two months.
- Sale of contraceptive products. The relays have received from the WSP, an initial stock of these products.
- Sensitization of population on health, hygiene and sanitation in the households. This activity is organized and supervised by the staff of CHC. The relays are divided into small groups. Each group has a responsibility to sensitize in a health issue the residents of a defined number of households once a month.

Regarding specific and punctual health promotion activities

They were conducted in collaboration with the CHA and CHC/

- Organization of five conferences of discussion in the quarter on various topics (malaria, HIV/ AIDS, female circumcision, family planning, hand washing).
- Organization of two free sessions of screening for cervical cancer of the uterus in CHC. Of 107 women tested, four were diagnosed positive. They have been sent to Gabriel Touré Hospital, where they have received appropriate care.
- Organization of a free session of screening for diabetes in CHC. People tested positive have received an appropriate care.

- Organization of a consultation and free care accorded to cases of diseases for students of the undergraduate core of the neighborhood. This activity was conducted in collaboration with the association of youth of the neighborhood.
- Organization of a sensitization session for sellers on food hygiene and the priors to sale food to undergraduate school of the neighborhood. This activity was conducted at the request of the Director of the school.

At Sanitation level

- Contribution to repair a gutter which made difficult the access to CHC by vehicles.
- The WSP has provided cement, gravel and sand, the town hall assured the construction.
- Set up a barrier between the deposit of junk and CHC. This mean to transform a space between the wall of CHC and the garbage deposit into a vegetable garden for women. The work is just at the beginning with the delimitation of the space by metal pillars (columns) and a fence.
- Equipment of women's associations with material for street sweeping and garbage collection.
- Support for the purchase of dustbin (60% subsidy) by women and the undergraduate school of N'Tomikorobougou.
- Organization of sanitation days (twice a month). Women associations, sometimes with the support of young people, sweep the streets and public places (market, mosque, school ...). WSP provides garbage collection services through the EIG or rent the truck from the town hall.
- Organization of lobbying activities with the authorities of quarter and of the commune III for the evacuation of the junk deposit. In 2010, through a letter and interviews with the Mayor, women have threatened to march on the day commemorating the 50th anniversary of Mali, garbage on the head. Following these threats, two sessions of several days of garbage collection of the deposit were made by the city hall.

➤ Efficiency

The efficiency of these activities lies in its good geographical coverage. Indeed, the activity covers the whole area and various public places.

➤ Impact

At all levels there are positive results which can lead to a long-term positive impact of the Project.

At the CHC level

- Improvement of customer comfort and staff of CHC because of the shed and rehabilitation of equipments.
- Rapidity in diagnosis of certain diseases and reduction of waiting times for patients through the centrifuge.
- Existence in the area of health communitarian relays trained and available. In fact, there was lack of relay in the quarter because the former were young unemployed graduates, who were often not available and who left as when they get job. According to manager of the HCA, since women are organized and relays, the mobilization of people about health became faster. Indeed it is very easy to assembly the relays to disseminate information in the neighborhood.

Moreover, according to his staff, the CHC and women the center attending has been improved since the arrival of WSP. But since the support of WSP is dated only a few months ago, we were not able to confirm this assertion by statistical data

At women's associations level

- The activities of health and sanitation have given greater visibility to women's groups and have contributed to enhance solidarity between social groups (women, youth leaders).
- Reinforcement of knowledge of individual members of associations on health, hygiene / sanitation.
- The women are more aware of certain preventive measures as they had more information about what to do or not do certain things and have more details on the technique of making some good practices.

Strengthening of women in society including the relays, this now feels more useful to their community and increasingly estimated around them.

At communities level

- The beginning of inclusion of women as actors in the development of the neighborhood. One example is the fact that the WLDC was allowed to participate in certain meetings of the CHA.
- Facilitation in taking some development initiatives based on women. For example, a councilor convinced the chief of families to take dispositions to prevent the trickling of sewage from their concession into the street and was able to mobilize youth for the backfill. This street is the "headquarter" of women's association.
- Population is beginning to think long-term sanitation activities. Women think to close canalization; young people think to create green space.

In terms of wellbeing of the neighborhood

- The collapse of the junk "mountain" of N'Tomikorobougou is evident and appreciated by all the persons we interviewed.
- The streets of N'Tomikorobougou can be considered as clean. Since its great evacuation by the WSP, the garbage of the undergraduate school of N'Tomikorobougou is removed regularly.

➤ Sustainability

Current strategies for the implementation of health activities and sanitation do not permit to the sustainability of interventions. In fact, women will not continue to sweep the streets and public sites regularly. As evidence for some time, they no longer intervene in schools and market. The WLDC certainly do not take over from WSP either for garbage collection during the days of sanitation, or for supporting relays and CHC.

Therefore the sustainability of interventions in health and sanitation initiated by WSP depends on their effective transfer to the Communitarian authorities (town hall, CHA) and the strengthening of these structures.

➤ Difficulties/constraints/challenges

The major difficulty in the implementation of the activity was the lack of trust between the WSP and the CHA. The WSP team believes that there is no transparency in the management of the CHA. The managers of CHA think that there is a lack of communication between the two structures. The CHA board members argue that they are not informed of project activities regarding the relay.

Yet these activities are conducted in collaboration with TDC of CHC. Also the representative of the CHA in the council of the WSP is frequent in quarterly meetings of the said structure.

We believe that the problem is mainly at three levels:

- Lack of communication within the team CHA including the TDC.
- Lack of ownership of objectives and approaches of WSP by the CHA and the relays.
- Lack of knowledge of the operation, roles and responsibility, of the CHA and relays by all stakeholders (WSP, TDC, CHA, relays).
- Achievement of a significant number of unplanned activities.

These difficulties had as consequences, the mistrust and suspicion on the one hand between WSP and CHA and the other hand between the CHA board and the actors

whose they assume the administrative responsibility such as the TDC and communitarian relays.

III. CONCLUSIONS AND RECOMMENDATIONS

3.1 REGARDING TO ORGANIZATIONAL, INSTITUTIONAL AND ECONOMICAL CAPACITIES BUILDING OF WOMEN'S ASSOCIATIONS

➤ Conclusions

WSP has started a process of organizational institutional and economical capacities building, of 13 women's associations covering the 4 sectors of N'Tomikorobougou. The results obtained are acceptable for only two years of activities.

But to date, neither these associations nor the structures in place to manage them (WLDC, council) are mature to ensure the sustainability of interventions initiated by the Project.

However, positive results of capacities improvement are evident in seven associations.

Three major challenges have to be faced in this field:

- The risk that the WLDC become one day the manager of several associations.
- The risk of dismemberment of existing associations.
- The maintaining of IGA specially the flow of finished products and the adaptation of finished product to the changing needs of customers.

➤ Recommendations

To continue capacities building, not only, for associations, because from their capacities depend on the WLDC capabilities, but also that of WLDC.

At associations' level, we must focus on the operation, management of IGA. WLDC level, we must focus on the long-term monitoring / evaluation center management, research financing, market research for the supply of raw materials and markets for the flow of finished products, the knowledge of communitarian and technical structures of the neighborhood (village chief, Town Hall, CHA, CDQ, ...) and their liabilities in the areas of women intervention. Establish a policy of consolidation of existing associations in place of creating news.

Encourage the participation of women at one of 13 partner organizations of WSP at the expense of new associations.

Put special emphasis on the market study, on the tasks of the coordinator in order to improve product quality and change artisanal products models in case of need.

3.2 REGARDING THE MULTIFUNCTION CENTER

➤ Conclusions

The place that occupied the headquarter of WSP in the implementation of activities during these two years shows how a multifunctional center is essential for capacity building of women's associations.

Leasing a building, will come up with additional charges, the associations could not support in the mean-term. The construction, although currently facing problems of feasibility, should be preferred. However, nowadays, acquire land in a district in the heart of the city of Bamako, is not easy and requires the implication of people who have extensive knowledge in this field.

➤ **Recommendations**

We recommend the establishment of a committee of land research, in which, the administration of the NPM must be prominent. We should also plan to buy a plot of land or a building with the support of relevant structures in this area (eg a real estate company).

Moreover, it is urgent to develop a plan for capacity building of WLDC, for administrative and financial management of a multifunction center that is rented or built.

3.3 REGARDING QUALIFIED STAFF

➤ **Conclusions**

Overall the staff required for the Project was recruited and adequate resources were made available for activities implementation. However, a failure is noted in their organizational capacity building mainly in work organization, lack of time (coordinator) and the lack of experiment in this area. The current supervisors have the motivation and capacity to be improved in this area if real support is provided to them.

➤ **Recommendation**

Redefine the positions and responsibilities that are related to each of them. For this we offer:

- A coordinator position that will be increasingly responsible for administrative management. The coordinator should especially take care of all the strategic issues (definition of a partnership especially with technical and communitarian services, market research for the choice of an IGA, the supply of raw material and finished product flow).
- A post of organizational development (identification, creation, operation of association) and economical associations (microcredit, IGA).

- A supervisor of all other activities (literacy, health, sanitation).
- A part-time position of advisor with tasks such as financial control, technical support (validation of important documents such as annual plans, reports) and link with the donators. This position should be occupied by a Norwegian.

Develop an inductive method (WSP team) with the technical support of any person / authority structure and already know the WSP as APDF, Etienne Dembélé), a detailed annual work plan for each staff in interactivity. The plan should take into account its own capacity building in terms of training and supervision.

3.4 REGARDING LITERACY

➤ Conclusions

Literacy is necessary and indispensable to an individual capacity building. This activity is even more relevant for capacity building of associations in which more than a quarter (1/4) of the members does not attend school.

However, there is a contradiction between the need expressed by women for literacy and their low participation in the activity. This contradiction requires a serious analysis of strategies for implementation of the activity.

The main expected results in the field of literacy can not be achieved after the project with the current strategies of activities implementation. To date, there is a center with equipment provided by WSP and this center is located in the headquarter of the Project. Associations have capacity to provide instructors whenever necessary, but listeners' assiduity is not guaranteed.

➤ Recommendations

We suggest to:

- Adopt a strategy to reduce the length of initial training;
- Making more functional literacy by incorporating modules on citizenship, advocacy and lobbying, local governance, micro-enterprise and even the theory of targeted IGA that could interest participants of a promotion;
- Work with the Church which has a large potential of mobilization to better reach servants.

It is therefore an important analysis and participatory strategies for implementation of literacy to identify the most appropriate to achieve the objectives of WSP.

For this we propose to approach the PAC to better understand the possible strategies in literacy. Then arrange meetings with women, in particular, who are not attending school, to discuss the issue of their literacy.

3.5 REGARDING HEALTH AND SANITATION

➤ Conclusions

The activities of health, hygiene / sanitation are relevant and easily gather beneficiaries. However, they were conducted without careful planning (almost at the request of the beneficiaries as need arise), which has led to their multiplicity and lack of coordination in their management.

Furthermore the success of such activities requires greater responsibility of the communitarian authorities such as the Town Hall and Communitarian CHA, which was not the case in the current strategy of WSP.

➤ Recommendations

We recommend to focusing these actions on local authorities capacity building (CHA, City Hall...) in order to make them, first consider the interventions initiated by WSP in their development plans, in the other hand assume responsibility for the management of these fields.

Furthermore WSP and its partners must continue women's activities but based on a detailed annual planning.

IV. ANNEXES

ANNEX 1 : LES TERMES DE RÉFÉRENCES

1. BACKGROUND

Since 1981 MPN/Normisjon has been present in Mali, and in 2000 the first missionaries were installed in N'Tomikorobougou in Bamako. Poverty and life precariousness caused by the lack of or the shyness of economic activities have always drawn the resident missionary's attention hence this project initiative. In 2005 a pre-evaluation for the implantation of a development project in N'Tomikorobougou took place. Afterwards the pilot-project document was elaborated for 3 years with the intention of having a second phase of 5 years for the project if the results of the first phase are satisfactory.

"N'Tomikorobougou women support project" was initially called "Women support project for family welfare". Since the focus is women, the name was changed from "family" to "women". The project is working with existing women groups.

The aim of the project is to build Women's capacities for an improvement of the socio-economic living conditions in the neighborhood of N'Tomikorobougou.

The project goals are

- ✓ To strengthen the women's capacities through organizational training, leadership, lobbying and advocacy to increase their representation in decision processes.
- ✓ To promote literacy in favour of women and the marginal group of servants who are young girls working for the families in the area.
- ✓ To improve the health situation by training and in collaboration with the CHC. (Local health centre)

NORAD is financing the project cost for the period 2009-2012. It was prolonged with one year due to a late start in 2009 and a coordinator change in 2009 and 2010.

2. THE PURPOSE OF THE EVALUATION

Main points:

- To evaluate the administration of the project, their competence, efficiency, cooperation with the different local partners and authorities
- To evaluate the methods of intervention

- Based on the risk analysis in chapter 4 of the project document and the point 2.5 in the annual plan 2012, the project activities should be examined to give the necessary information to the project staff and all the involved persons and groups to decide the future of the project – is a new project period recommended?

3. QUESTIONS TO BE ASKED

- Are there reasons to believe the project will be sustainable?
- Is the project plans and actions in accordance with the local authorities/governments development plans and strategies, and in accordance with the project's other partners plans and strategies?
- Are the results of the project's actions in accordance with the goals and indicators?
- Is there a balance between the project's actions, the costs, and the use of local resources? Could other actions have achieved the same goals with the same or less resources?
- Evaluate the cooperation with the CSCOM, its efficiency and the usefulness of it.
- Evaluate the motivation of the target group. Do they have enough ownership? Is the project responding to the target groups needs, wishes, do the target group see their responsibility and roles?

4.1. SPECIAL CONSIDERATIONS

The project's presentation of characteristics related to gender equality, environmental consequences and sustainability in short and long term should be examined as well as the degree of responsibility and realization executed by the target groups.

4.2 EFFECTIVENESS OF THE DIFFERENT PROJECT ACTIVITIES

Asses the effectiveness in reaching the project goals of the following activities:

- Alphabetization
- Cooperation with the health centre
- The actions of sanitation
- The activities of the women groups
- The capacity building and management (groups, associations and LCWD)
- the degree of local ownership

5.0 APPROACH AND WORKING METHODS

5.1. THE WORKING METHODS FOR THE EVALUATION:

- The evaluating team must have a tight collaboration with the project staff
- Study of the project document, plans, reports etc.
- Participant surveys interviews
- Meetings and gatherings
- Interviews
- Informal conversations with women in the target groups as well as with the projects partners and collaborating actors

5.2. THE EVALUATING TEAM HAS TO PRODUCE THE FOLLOWING QUESTIONNAIRES:

- Questionnaires on qualitative aspects (the project document, annuals plans, reports, extern reports etc.)
- Questionnaires to analyze
 - ✓ The Projects technical framework
 - ✓ The local women associations and the Local women development committee

5. TIMEFRAME

Date	Work to do
Monday 30 January	Meeting with the project staff who will give information about the project. Tour of the village, meeting the mayor and other local authorities.
Tuesday 31 January	Meeting at the health center with staff and committee for the management, (ASACO) Visit the alphabetization center during class at night
Wednesday 1 st February	See the realization of the project activities and meeting with target groups. (Financial generating activities of Walea II, Benkan, and meet with some other groups) Meet the CLDF
Thursday 2 nd February	See the realization of the project activities and meeting with target groups (Financial generating activities of Degetigi, AIFISEF, and meet with some other groups) Meet the project council

Friday 3 rd February	Meeting with the project staff and the partner and collaborating consultants for conversation to understand the results of the evaluation and the recommendations for the future
3days	The evaluation team has to work together to make the draft for the report in French, and submit it.
1 day	Submission of the draft report in french

6. THE EVALUATION TEAM

Lalla Cisse
 Bergfrid Almelid
 Sory Monekata

7. PRACTICAL ARRANGEMENTS

Normisjon is responsible for all expenses for the project review. The project and MPN will provide all documents needed by the team and arrange for their food while doing the evaluation.

8. THE REPORT

The evaluation team has to make the report in English and French with relevant recommendations for adjustments to improve the project activities in the future. A report draft in French must be given to MPN before the team break up.

The team leader will be responsible for providing the final report in English and French written and electronic, within 3 weeks after end of field studies.

The report must include a short summary, results and conclusions as well as recommendations and adjustments.

ANNEX 2: BIBLIOGRAPHY

1. The proposal of Women's Support Project in in N'Tomikorobou in the Commune III of Bamako District in Mali
2. Pre-evaluation for the implementation of a development Project in N'Tomikorobou in the Commune III of Bamako District in Mali
3. Women's support project 2010 annual report
4. Women's support project 2009 annual report
5. Women's support project quarterly reports from 2010 to 2011
6. Monthly reports of the WSP supervisor from 2009 to 2011
7. Trainings reports
8. Women's support project 2012 annual plan

ANNEX 3: INTERVIEW GUIDE

INTERVIEW GUIDE FOR WSP PARTNERS

1. What kind of collaboration do you have with WSP?
2. How did you have the idea to create an association? When was she?
3. Since when do you association has a status and an internal rules? Since when the association has a receipt?
4. How many members does your association were in its creation? And today?
5. How do your activities are organized?
6. What kind of collaboration do you have with the WSP?
 - Since when was your collaboration and how does this collaboration begin?
 - Do you have collaboration agreement with the WSP?
 - What activities do you set? How these activities have been initiated?
 - What are the roles and responsibilities of each party in this collaboration? Who are the actors of these activities?
 - What is the evolution of implementation of these activities?
 - What are the results of these activities?
7. What other structures are involved in the same domain of activities in Your Area?
8. What are the positive experiences, in your collaboration with WSP and your positive results?
9. What are the difficulties in your collaboration with WSP and / or in the implementation of activities?
10. What are your suggestions for improving collaboration for a successful implementation of activities and - sustainability of results?

NB:

In addition to these question, take into account special issues such as:

At Town Hall

- Evolution of the land research by the CDF: what block it? Also include the feasibility of the activity namely: does the WLDC meet the conditions to qualify for a land?
- The number of women's associations in the quarter (N'Tomikorobougou).
- What do you know of relays Health (supported by WSP) in N'Tomikorobougou)?

At the CAP

- What is the literacy strategy in Mali in the Bamako district, in Commune III, in N'Tomikorobougou?
- What are the current activities on literacy in N'Tomikorobougou?

With APDC

- What are the organizational problems of associations supported by WSP?
- What are your recommendations to solve these problems?
- What is the approach of microcredit of the associations partners of WSP?
- What do you think about the introduction of MJT (Musow Djiguiya your ka) or EPC (savings for behavior change) in WPS microcredit activities?

INTERVIEW AND OBSERVATION GUIDE FOR LITERACY CENTERS

OBSERVATION

- Room / environment: type of construction, location (relative to the noise ...), lighting, ventilation, toilets.
- Equipment: table / bench (suitable for adults?), black board,...
- Material
- Others

TRAINERS

- Name / First Name / Level of education / Function
- How did you become a trainer in Bamanan? Since when?
- How long have you been working with the WSP?
- Is there a collaboration agreement between you and the WSP? If yes, what are the terms?
- Describe briefly the progress of literacy sessions that you have done and / or you are about to do with WSP (starting month, moment, frequency per day and per week, evaluation, conditions for success ...)? Who sets the timetable of the course?
- Current status of auditors: make the list (name/first name, occupation ...), level of attendance...
- In your opinion what was (is) the usefulness of this course? Do you have any examples?
- What positive lessons have you learn from your collaboration with the WSP and your training sessions supported by WSP?
- What are the difficulties in your work?
- What improvements do you suggest?

AUDITORS

- Fill in personal information

- Since when do you do this course?
- How do you hear about this course?
- Why do you do this course?
- Are there any impact of the course in your daily activities?
- What is your contribution to this course?
- Are you satisfied with the course? If so why? If no why?
- What are the difficulties you encounter in this course?
- What improvements do you propose for the course?

INTERVIEW GUIDE FOR COMMUNITY RELAYS

1. Since when are you relay?
2. Did you hear about relays before you're even being it? If so what do you know about their work?
3. How (selection criteria ...) and why did you become relay (motivation)?
4. What relation do you have with the previous health relays?
5. What training have you received as a relay (theme, by whom, when, duration)?
6. What other activities do you do as relay?
7. What activities of relays do you think is the most useful? Why?
8. Who organize (choice of activity, date, place ...) the activities? Who supports you in the implementation of these activities (technical, financial, material, physical)?
9. Are there any difficulties in the implementation of your activities? If so which? What are the probable causes and possible solutions?
10. What are the advantages to be relay?
11. What are the overall works of WSP in your neighborhood?
12. How are you perceived by your family / community as a relay (e.g. proud of you, find you have nothing to do, you're wasting your time ...)?

INTERVIEW GUIDE FOR THE WSP COUNCIL

1. What is the composition of the Council?
2. What are the roles and responsibilities of the council?
3. How does functioning the council (composition, role of each member, has it status/internal rules)?
4. What do you think about the quality of functioning of the council (participation in meetings, regular meetings, roles and responsibilities). Explain the factors of success/non-success.
5. What do you know about the research of land to build a multifunctional center by the women (relevance, feasibility, evolution ...)
6. What do you know about community health relays?
7. Are you aware of difficulties in relations between the various project stakeholders (WSP, WLDC, Town Hall? CHA/CHC, literacy center, associations ...)? If yes, what was your contribution in solving the problems?
8. What do you think about the future of WLDC as relay of WSP (Seem it capable? According to the current capacities building schedules, Will it be capable). What do you think about of the future of the association member of WLDC (number of associations, number of associations' members, viability of associations).
9. What do you think about the necessity of a council in the development of associations in N'Tomikoroboug?

INTERVIEW GUIDE FOR THE WSP COORDINATOR

1. What are the forces of the WSP? Explain the factors of success?
2. What are the weaknesses of the WSP? What are the possible causes? What are your suggestions for improvements?
3. What do you think about the Project capacity building strategy for association and WLDC? And about the collaboration between WSP and APDC?
4. What do you think about the Project management board: WLDC, council (functionality, effectiveness in their role and responsibility in the sustainability of the results of WSP)?

What do you think about the functioning of the WSP office (causes and impacts of coordinators changes, part time status of the coordinator position, the appointment of the best supervisor as a coordinator in the second phase of the project, impacts on the activities the assignment of the administrative responsibilities to the supervisors, relationships between supervisors and partners).

INTERVIEW GUIDE FOR THE DIRECTOR OF NPM

1. What do you think about the implementation of the WSP?
2. What is the importance of WSP in NPM (strategic, financial volume ...) What are the perspective of the NPM for the WSP in N'Tomikorobougou (Phase 2 funding, after phase 2)?

What impact could have the coordinators changes int the WSP implementation? What do you think about part time status of the coordinator position, the appointment of the best supervisor as a coordinator in the second phase of the project)?

ANNEX 4: THE PERSON MET DURING THE EVALUATION

NPM and WSP

1	Mr. Roar Flacké	NPM Director
2	Mrs. Oddbjørg Deriaz	WSP Coordinator
3	Mrs. Coulibaly Mardose Thiero	Literacy and IGA Supervisor
4	Mrs. Guindo Elisabeth Dara	Health/HIV AIDS Supervisor

Council of WSP

1	Mr Oumar Traoré	CHATOM
2	Mme Sadio Camara	WLDC
3	Mr Abdouramane Maïga	QDC
4	Mme Djiré Mariam Diallo	WOAC

AIFISEF Association

1	Sissoko Rokia Kanté	President
2	Diawara Sia Dembélé	Treasurer
3	Ballo Mariam Kanté	Information Secretary
4	Sissoko Oumou N'Diaye	Organization Secretary
5	Diarra Anna Dembélé	General Secretary
6	Kanté Fanta Sangaré	Member
7	Sissoko Nana Traoré	Member
8	Kanté Fanta Traoré	Member
9	Mariam Diarra	Member
10	Awa Coulibaly	Member

Baroni Association

1	Awa SIDIBE	President
2	Fanta DIAKITE	Deputy President
3	Bintou SACKO	Administrative Secretary
4	Assetou COULBALY	Deputy Administrative Secretary
5	Fatoumata SINAGNOKO	Conflict Secretary
6	Mariam KANTE	Deputy Conflict Secretary
7	Mme SACKO Fanta DAMBA	Treasurer
8	Mariam TRAORE	Organizator
9	Aminata TRAORE	Organizator
10	Mme Sacko Fanta DIAKITE	Member

Benkan Association

1	Binta BAH	President
2	Aminata SAMKE	Deputy President
3	Mariam DIALLO	General Secretary
4	Minata KOUROUMA	Deputy General Secretary
5	Fanta SAMAKE	Treasurer
6	Rokia DIA	Deputy Treasurer
7	Kadiatou TOURE	Member
8	Assetou MAIGA	Member
9	Mariam SAMAKE	Member
10	Awa SOW	Member
11	Bata DIAKITE	Member
12	Alimatou TOURE	Member
13	Soumba KOUMARE	Member
14	Sitan COULIBALY	Member
15	Fatoumata COULIBALY	Member
16	Sitan SAMAKE	Member
17	Sitan TOURE	Member
18	Aya TRAORE	Member
19	Djata TRAORE	Member
20	Djénèba SOUKOUNA	Member
21	Maridjè COULIBALY	Member
22	Attou DIARRA	Member
23	Ftoumata KEITA	Member
24	Naniouma DIABATE	Member
25	Soundjè CAMARA	Member
26	Mama SANGARE	Member
27	Diana TRAORE	Member
28	Nènè SAMAKE	Member
29	Mama THIELA	Member
30	Fanta REMY	Member
31	Amsétou REMY	Member
32	Magan Sira KEITA	Member
33	Batoma DIARRA	Member
34	Founè COULIBALY	Member
35	Batoma DEMBELE	Member
36	Saouda TRAORE	Member
37	Bintou NAMMOGO	Member
38	Fall FALL	Member
39	Djouma DIARRA	Member
40	Rokia DIARRA	Member

Dequetiki Association

1	Coumba Kaloga	President
2	Mariam Touré	Soap Committee President
3	Kani Keïta	Soap Committee administrative Secretary
4	Oumou Traoré	Member
5	Fily Sacko	Treasurer
6	Awa Kanouté	Member
7	Oumou Keïta	Member
8	Sétou Camara	Administrative Secretary
9	Fatoumata Bagayogo	Member

Djiguiya Association

1	Hawa SIDIBE	President
2	Fanta SAMAKE	Member
3	Mme TRAORE Aïcha	Member
4	Mme BERHTE Aminata	Member
5	Mme BERTHE Fatoumata	Member
6	Mme BERTHE Ramata	Member
7	Mme SACKO Fatou San	Member
8	Mme DIAWARA Bato	Member
9	Mme KALOGA Djaqué	Member
10	Mme KALOGA Djalarkoba	Member
11	Mme KALOGA Kadiatou	Member
12	Mme KALOGA Oumou SISSOKO	Member
13	Mme KALOGA Sire	Member
14	Mme KALOGA Sire	Member
15	Mme KALOGA Adja TRAORE	Member
16	Mme KALOGA Adja DIARRA	Member
17	Mme KONATE Adja FOFANA	Member
18	Awa DOUMBIA	Member
19	Lala MAIGA	Member
20	Maïmouna COULIBALY	Member
21	Ami SYMPARA	Member
22	Aminata DAO	Member
23	Aminata SANGARE	Member

Sabounouman I Association

1	Aïssa DOUCOURE	President
2	Fatim HAÏDARA	Conflict Secretary
3	Baro TRAORE	Member
4	Fatoumata TRAORE	Member
5	Oumou Keïta	Member
6	Fatim DIALLO	Member
7	Soussaba SISSOKO	Member

Sabounouman II Association

1	Aminata Tangara	President
2	Mariam Mah Kanté	Administrative secretary
3	Rokia Djourté	Treasurer
4	Fanté Sakiliba	Deputy Treasurer
5	Maïmouna Berthé	Counselor
6	Ami Keïta	Member
7	Alima Koné	Member
8	Awa Samaké	Member
9	Aminata Marigo	Member

Waléa I Association

1	Fatimata Diallo dite Ata	Information Secretary
2	Mimi Touré	General Treasurer

Waléa II Association

1	Mariam TOUNKARA	President
2	Djonkouda DAGNOKO	Treasurer
3	Bintou KANOUTE	Conflict Secretary
4	Rokia COULIBALY	Organizator
5	Fatoumata COULIBALY	Member
6	Haby FOMBA	Member
7	Sonta SANGARE	Member

Yeelen Association

1	Mariam SAMAKE	President
2	Lalla SIDIBE	General Secretary
3	Bintou SERIBARA	Deputy General Secretary
4	Hawa TRAORE	Treasurer
5	Niakoro FOFANA	Conflict Secretary
6	Siradiè KEITA	Member
7	Fatoumata DIALLO	Member
8	Rokia CISSE	Member

WLDC

1	Lalla DRAME	President
2	Fatoumata SISSOKO	Vice president
3	Mariam TOUNKARA	Administrative Secretary
4	Fatimata DIALLO	Conflicts Secretary
5	Mariam SAMAKE	Organization Secretary
6	Fatoumata SISSOKO	Member
7	Aïssa DOUCOURE	Account Secretary
8	Oumou TRAORE	Responsible of Health/sanitation
9	Fanta DAMBA	Treasurer
10	Konimba SANOGO	Member
11	Hawa SIDIBE	Member
12	Sadio CAMARA	Organization Secretary
13	Binta BÂ	Member
14	Salimata Bagayoko	Member
15	Djugui KAYA	Member

Literacy centers

1	Mme Coulibaly Binta Bah	Literacy trainer in college Tabara Guèye center
2	Nana Traoré	Literacy trainer in WSP headquarter center
3	Bintour Traoré	Dressmaker
4	Bintou Diallo	Dressmaker
5	Ramata Traoré	Dressmaker
6	Rokia Traoré	Housewife
7	Altinè Gadiaga	Housewife
8	Fatoumata Diarra	Housewife
9	Fatoumata Sangaré	Dressmaker
10	Awa Doumbia	Housewife
11	Awa Diallo	Dyer
12	Aminata Sidibé	Servant
13	Koniba Niantao	Servant
14	Founè Traoré	Servant
15	Saran Coulibaly	Servant

Communitarian relays for health activities

1	Oumou TRAORE	Déguètigui
2	Mariam BAGAYOKO	Waléa I
3	Kany KEITA	Déguètigui
4	Mariam TOUNKARA	Waléa II
5	Catherine SIDIBE	Waléa II
6	Fatou SARR	Djiguiya
7	Asssetou MAIGA	Benkan
8	Mariam Mah KANTE	Sabougnouma II
9	Sira DEMBELE	AIFISSEF
10	Diarratou TRAORE	Sabougnouma I
11	Alimata KONE	Sabougnouma II
12	Siradiè KEITA	Yeelen
13	Fatoumata DIALLO	Yeelen
14	Zeïnabou TOURE	Badenya
15	Mariam TRAORE	Baroni
16	Bintou Namogo	Benkan
17	Coumba SIDIBE	Waléa 2

Local and Communal authorities

1	Mr N'Diaye Modibo	Chief of N'Tomikorobougou quarter
2	Mr Coulibaly Mamadou	Notable, previous chief of N'Tomikorobougou quarter
2	Mr Tolo Oumar	1 st counselor in the Town Hall

CHA/ Health Structures

1	Yamadou DIALLO	CHA President
2	Aminata SIMBERA	CHA Vice president
3	Oumar TRAORE	CHA President of management committee
4	Kasoum KONOTIO	CHA Controller
5	Amadou DIARISSO	CHA Treasurer
6	Dr Fall Ibrahim	Technical Director of the CHC
7	Mme Diakité Kadiatou Traoré	Technician of laboratory

Church

1	Samuel GUINDO	President of council
2	Mme GUINDO Louise SAGARA	Treasurer of council
3	Ibrahima DIARRA	Secretary of council
4	Mme DIARRA Sophie KEITA	Monitor
5	Mme DIARRA Elisabeth KONATE	President of women

N'Tomikorobougou Youth Union

1	Mamadou Diaye	Member
2	Moctar Coulibaly	Member
3	Sirama Sangaré	Member
4	Sékou Daba Traoré	Member
5	Youssouf Diallo	Member
6	Sidiki Diarra	Member
7	N'Baye Diaye	Member
8	Djélika Sangaré	Member
9	Maïmouna Diaye	Member
10	Abdoulaye Kané	Member
11	Amadou Diaye	Member
12	Sérif Ali Haïdara	Member
13	Antin Aya Diaye	Member
14	Sory Ibrahim Cissé	Member
15	Abdoullaye Coulibaly	Member
16	Siradiè Keïta	Member
17	Fatoumata Diallo	Member

Other Partners

1	Coulibaly Cheick Sala	APDC
2	Mme Diakité Kadiatou Dembelé	Project CIWARA 2 (Gigi ONG)