

THE SSE PROGRAM IN MALI

Possibilities and proposals for an improved coordination

by

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PREFACE

The author was asked by Noragric to examine the possibilities and constraints for coordinating the Norwegian financed international SSE NGO's and multilateral organization projects with the Norwegian NGOs projects in Mali. The research component of the SSE-program was not included in the terms of reference.

To complete this task it was necessary to get hold of information from the different organizations involved, about their projects and working methods. This was done by reading project documents forwarded by Noragric, and by arranging meetings in Bamako with the multilateral agencies UNSO/UNDP, ILO/ACOPAM and the World Bank, the International NGOs IIED, IUCN, CCA-ONG and CARE. The different projects of the Norwegian NGOs were known by the writer from earlier work in Mali. The SSE- seminar at Selingué from 4 to 8 December 1995, where all the organizations participated to share information about ongoing projects, was further an unique possibility to get information and to continue the discussions with the different actors in a more informal way.

Previous to this commission the author had the responsibility as the team leader for a mid term evaluation of CARE Norge's project Timbuktu Rural Development Project in Diré. During the stay in Diré visits were made to UNSO's project based in Tonka and the ACOPAM office in Timbuktu. Through discussions with the project staff based in the field the visits gave an impression of the practical field work implemented by these organizations.

The commission's intention was ambitious considering the short time available, the author's limited foreknowledge about the multilateral agencies and the significant amount of information to be prepared.

The report must therefore be looked upon as a first step and a small contribution that needs considerable follow-up if the intentions of the SSE- program concerning mutual support and synergy between the different SSE-partners should become a reality.

The author wishes to thank all involved parties for kindly sharing their information. Special thanks to the CARE-office in Bamako that helped to organize the meetings with the different offices in Bamako, and kindly assisted with the practical arrangements.

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LIST OF ACRONYMS

ACOPAM Appui Cooperatif Aux Activites de Développement assistées par le Programme Alimentaire Mondial en Zone Soudano-Sahélienne

ACORD Action Cooperatif pour la Recherche et le Développement

ARGT Appui à la Riziculture dans les régions de Gao et Timbouctou

CCA-ONG Comité de Coordination des Actions des ONG

CILSS Comité permanent inter Etats de lutte contre la sécheresse dans le Sahel.

CNRST/ SSE Centre National de la Recherche Scientifique et Technologie / Programme de Recherche SSE

CLD Comité Local de Développement

CR Commune Rurale

DNAC Direction Nationale de l'Action Cooperative

FED European Development Fund

FENU United Nations Fund for Equipment

IIED International Institute for Environment and Development

ILO International Labour Organisation

IUCN The International Union for Conservation of Nature

MDRA Ministère de Développement Rural et de l'Environnement

NCA Norwegian Church Aid

NGO Non- Governmental Organization

PECAP Programme de Consolidation des Association Paysannes dans le region de Mopti

PNLCD Programme National de Lutte Contre la Desertification

PNUD (UNDP) Programme des Nations Unies pour le Développement

PGRN Projet de Gestion des Ressources Naturelles

PIDEB Projet Intégré de Développement de Bafoulabé

SECO- ONG Secrétariat de concertation des ONG Maliennes

SSE The Sahel- Sudan- Ethiopia Programme

SMF Strømme Memorial Foundation

UNDP United Nations Development Programme

UNSO United Nations Sudano- Sahelian Office
Bureau de la lutte contre la desertification et la secheresse

VRES Valorisation des Ressources en Eaux de Surface

WB World Bank

1. INTRODUCTION

The implementation of the SSE- program is organized through three different channels, viz. multilateral organizations, NGOs and research institutions, and supported activities can be categorized as programs, projects and research activities. These three channels of disbursement were supposed to have a degree of interaction from which were expected **mutual benefits, synergy and compatibility of the activities and the achievements.**

When the program was conceived, it was presupposed that the comparative advantage of each partner and partner institution would be used to the benefit of the program as a whole, as each partner would not only support and complement each other, but would also do what they were best qualified for. In this way the overall impact of the program could be more than the sum of its different elements.

Until 1992, the SSE funds were used with little or no consideration to synergy and exploitation of the implementing bodies' comparative advantages (Cowiconsult - 1992). Individual partners acted with considerable freedom and mostly in isolation from other partners even if similarity in approach, content and thematic as well as geographical coverage seemed to characterize the projects of multilateral and NGO components. Projects carried out by various partners resembled each other and the limited contact between them left the impression of single standing, relatively isolated projects, in the Cowiconsult report mentioned as «enclaves or «bastions of development». Improved communication was recommended between various channels, between partners and research and field activities. Improved coordination and collaboration among multilateral partners were also stressed.

Since 1992 some linkages between partners in Mali have developed. The SSE-seminars, organized by Noragric, was the first attempt to bring together different partners of the SSE-program, to promote an improved collaboration. The first seminar was held in Bafoulabé in 1993, and included the Norwegian NGOs. Since then the collaboration and sharing of information between the NGOs have improved. Also linkages between the research component and the NGOs have begun to develop, and proposals for a better dissemination of information by network building have been worked out (Proceedings from SSE Symposium, Ségou 1994). The SSE-seminar in 1995 in Selingué, was the first seminar that included all partners in the SSE program. Between the multi laterals, international NGOs and the Norwegian NGOs there are however still considerable possibilities for improved coordination.

This report attempts to give an overview of different SSE- partners' recent main activities. It is limited to the activities related to the primary goals of the SSE program: Food security and ecological rehabilitation; rural development and natural resource management projects. The health component supported by the SSE program is not included. In the end some proposals to improve the synergy effects between the different SSE components are given.

2. MULTILATERAL ORGANIZATIONS

There are three major multilateral agencies which have been involved in project implementation under the SSE program in Mali. These are **ILO/ ACOPAM, UNSO/PNUD and The World Bank.** The SSE Program contribution to various multilateral organizations is substantial, counting for 13,2 mill Nkr.in 1995.

The support to the WB, UNDP and ILO are support to specific projects. The specific projects receiving Norwegian funding are outlined in this overview.

2.1 ILO/ACOPAM

ACOPAM is a component of the ILO poverty alleviation program. Through the ACOPAM project, ILO works towards achieving three main objectives: Poverty alleviation, support to democratization and protection of the most vulnerable worker's groups. Target groups are the poorest local population groups, especially the disadvantaged groups. The program has received Norwegian funding since 1978.

2.1.1 Objectives, geographical coverage and organization

The ACOPAM project «Partnership and Cooperative Support to Grass root Initiatives» aims at strengthening the capacity of the population to initiate or consolidate an equitable and sustainable development process. In West Africa ACOPAM has projects in Mauritania, Senegal, Mali, Niger and Burkina Faso. It focuses on training and organization of rural producers and covers multiple sectors, such as small scale irrigation schemes (Mali, Senegal, Mauritania) land management (Burkina Faso), cereal banks (Mali, Senegal, Burkina Faso) cotton markets and village savings credit/ systems and activities in favour of women (Burkina Faso).

The ACOPAM main office is placed in Mopti, with offices in Timbuktu and Selengué. In the Mopti and Timbuktu region projects are implemented in the lower delta of the Niger River. In this regions ACOPAM operates in partnership with FED (The VRES project in Mopti) , FENU (The ARGV project in Timbuktu and Gao) and DNAC. A coordinator and gender expert is placed in Bamako, and the administration is linked to the UNDP office in Bamako.

2.1.2 Project activities in Mali receiving Norwegian funding.

The focus activities in Mali have been: Small scale community rice irrigation schemes and training and education.

a) Small- scale community irrigation schemes and wood lots (Timbuktu and Mopti).

The purpose has been to improve investment productivity in irrigation schemes by decentralizing management of infrastructure and services to a local level, and to improve the rice culture in the regions of Gao and Timbuktu.

Production from the schemes is not sufficient for food requirements for family farms, and it has become necessary to look for alternatives to diversify the activities around and within the schemes. Afforestation of Eucalyptus and Acacia species is undertaken to protect the irrigation schemes from sand, and sale of timber undertaken to increase and diversify the producers income. 18 villages are included in the project. The present phase of the project started in 1991 and is due to terminate in 1996.

The project: «Dissemination of the participatory method of self management of small-scale irrigation schemes and of the economic activities of a local development nature» started in 1996 as a second phase of the previously mentioned project, for disengagement and implementation of partnerships.

The project will be expanded to include identification of women's associations in villages where rural irrigation schemes have been implemented, and activities will relate to credit and marketing. Village associations of the Dogon Plateau will be organized for the production, marketing and processing of onions.

The main project output is:

- trained and organized producers at the grass root level
- training material produced and disseminated
- technical support services available to grass root organizations and cooperatives
- grass root organizations and co-operatives, mixed rice producers associations and women credit groups have access to the financing network in order to carry out their activities

b) Assistance in structuring fishery organizations

The project has been providing organizational and training support to the fishermen of the mixed cooperative of Faraba located in the area of Selingué lake. The project focuses on strengthening the role of women in decision making, as they are central economic operators in the cooperative.

c) Education, alphabetization

ACOPAM stresses information dissemination as part of its project activities. Dissemination of experience takes on various forms: Publications, seminars, training of trainers and support missions to program and policy formulation, networks etc. ACOPAM undertakes methodological production related to participatory approach and training; animation, functional literacy, concerted evaluation techniques, training techniques, etc. It establishes partnership with local structures which will take over after the withdrawal.

ACOPAM has elaborated functional literacy programs adapted to the development of small economic activities that are implemented in 20 villages in the Timbouctou- Gao region.

2.1.3 Collaboration with other partners.

The last years the project has shifted from direct support to institutional support to a national NGO called AFAR (Action pour la Formation et Autopromotion Rurale-Training Center for the Promotion of Rural Self-Help).

Collaboration between CARE Diré (PRDT) , NCA Gourma and the ACOPAM office in Timbuktu has been established, concerning elaboration of functional literacy programs to support activities in favour of women, economic activities and cereal banks. Training courses, exchange of experience and inter visits between projects have taken place.

The ACOPAM project has a range of other partner projects and donors operating in the same region, a.o. CPRA (Consolidation Program for Rural Activities) and the PECAP project financed by the WB and the SSE-program. It has considerable knowledge and experience in collaborating with a range of partners operating in the Delta of Niger.

2.1.4 Conclusion- possibilities for further collaboration between ACOPAM and the SSE- partners.

The program activities are hardly influenced by the SSE-program but the basic concepts and approaches have some similarities. ACOPAM tends to work in a small number of villages building upon cooperative structures developing local level training. The approach is based on participation of all parties concerned, at each stage of the project cycle. It considers organization as an evolutionary and participatory process, where training becomes an endogenous and functional element in the organization. It has its own staff in the field and has collaborative links with a local organization concerned with cooperative development at the national level. It seeks to produce methods for the generation of local sustainable development for which organized rural populations hold the prime responsibility.

ACOPAM is more flexible in its approach having closer links with the communities than the other multilaterals, WB and UNDP, because of the small scale at which it works and the individual village foci which it has. This approach makes ACOPAM an interesting partner for the Norwegian NGOs working in the same area (NCA and CARE), and further collaboration is recommended.

The main thematic areas in which ACOPAM has heavy experience and know-how of interest to the Norwegian NGOs might be:

- small economic activities
- credit, saving
- village associations
- functional literacy
- institution building
- gender

ACOPAM has a clearly expressed gender profile, and a gender expert available at the main office.

2.2 UNSO/ UNDP

a) UNSO

2.2.1 Objectives, geographical coverage and organization

In 1994 UNSO redefined its mandate and is now a central entity in UNDP. It is in charge of management and support of activities concerning desertification and soil degradation in the Sahel zone, to fulfill the recommendations in the Convention of Desertification. Politics and strategies are elaborated in close collaboration with UNDP. It operates on a national, sub regional and international level. The nearest sub regional office is placed in Burkina Faso. It operates in close collaboration with CILSS.

Its principle activity in Mali is to support the elaboration of a National Action Plan to combat the desertification, through diagnostic work in the field and elaboration of strategic plans and actions. UNSO has its own field staff and field activities are carried out in the Timbuktu and Kayes regions.

2.2.2 Project activities in Mali receiving Norwegian funding.

Main field projects:

a) Integrated development of the Zone Lacustre (Inner delta of the Niger river), UNSO-Tonka.

The long term objectives are:

- to improve the living conditions of the population concerned through increased sustainable livestock and agricultural production
- combat desertification by regeneration and restoration of pasture land and woody stemmed vegetal cover which has been degraded or destroyed

Immediate objectives are:

- organization of the population into village associations
- large scale regeneration of Bourgou pastures
- improvement of animal health
- execution of agro sylvo pastoral experiments
- income generating activities (gardening, arboriculture)
- reforestation activities

The target group consists of agropastoralists or pastoralists who are the traditional land users of the «bourgoutieres».

UNSO has worked with the regeneration of Bourgou in the area since 1983, the second (1986-1990) and third (1995-1998) project phase by Norwegian funding, and has developed competence and experience in this matter. The first project phase considered regeneration of Bourgou for pasture by using new techniques. In the second phase the regeneration was continued, but the topic was extended to include management of Bourgou areas. The third phase of the project focuses on commercialization, markets and transport and increased yields by more intensive cultivation. Training of farmers in managing and commercializing the Bourgou culture, and training in saving and credits, organization and alphabetization are also included in the third phase. The project has also started a program for pasture management in dry areas.

b) Rehabilitation of Acacia Senegal , Kayes region.

c) Development of Lake Faguibine System, Goundam

The project is operating in close contact with IFAD, and in the same area as CARE Norge (PRDT)

2.2.3 Collaboration with other partners

No collaboration or coordination of activities exists between UNSO and Norwegian NGOs. Initiatives were taken by UNSO to identify interested Norwegians in a three year position for the UNSO-project in Northern Mali, but due to varying circumstances this was not followed up.

2.2.4 Conclusion- possibilities for further collaboration between UNSO and the SSE-partners.

UNSOs field activities are diverse and have several thematic similarities with the NGO-field activities. The field staff has close collaboration with the local community in the villages where they work. UNSOs project in Tonka (Timbuktu region) is the most interesting project from a NGO point of view. A livestock expert is now engaged as the project director, and special areas of knowledge and experience are:

- regeneration of Bourgou areas
- pasture land management
- livestock and animal health

The Norwegian NGOs have little or limited experience in these specific areas. CARE Diré (PRDT) works in the same area (in some of the same villages), but no collaboration or division of work exists. This is a field where mutual benefit could be obtained by collaboration. It is recommended to strengthen and formalize the collaboration between CARE Norge and UNSO, especially in the case of regeneration of Bourgou areas, or to leave the subject to them. UNSO's knowledge concerning livestock, animal health and pasture management might be interesting for NCA in Gourma working in this field.

b) UNDP (PNUD)

UNDP has close linkages to the Malian government to promote a «human sustainable development (DHD- Development Human Durable)» The long term objectives of the UNDP program in Mali is food security, protection of the environment and integration of women in the development process. Main areas for project intervention are decentralization, management and protection of natural resources and education. Institutional support is given to the «Commisariat Promotion des Femmes», following up the Beijing conference and by promoting linkages between the government- NGOs and women associations.

To implement field project activities UNDP has evolved a

-Dialog and program partnership with the national NGO community

UNDP has realized that the NGOs professional expertise and their capacity to mobilize people make things happen at the ground. Earlier work programs have lacked a coherent policy for NGO involvement. In order for UNDP to play an effective, coordinating role, it realized the need to institutionalize a process to engage in dialogue and program partnership with the national NGO community.

UNDP has therefore established a strategy of collaboration with NGOs aimed at broader involvement of these groups in UNDPs activities and a gradual increase of projects implemented by NGOs. A coordinator is engaged to follow up the implementation of this strategy. The support implies financial support to a range of national micro NGO projects. Several of these projects have a profile in favour of women (gardening, small economic activities, credits) agroforestry or livestock/agriculture. The program is coordinated by a group which selects and gives priority to the different requests, consisting of members of CCA-ONG, SECO-ONG, DNP (Direction National du Plan), USAID, CDAB(Cellule d'appui au Developpement à la Base, FENU and UNSO

2.2.5 Conclusion- possibilities for further collaboration UNDP and the SSE- partners

UNDP has close links to the government, and operates at a diplomatic, strategic and political level. It has no field staff - and the field activities are mainly implemented by institutional support to local NGOs. These activities are mainly small scale projects in favour of women. The person in charge of these activities are also in charge of UNDPs Women in Development office. The Norwegian NGOs might use this expertise to integrate the gender perspective in their projects.

2.3 The World Bank .

2.3.1 Objectives, geographical coverage and organization

Rural development and environment are the main areas for the WB's intervention in Mali, counting for 31% of the funds.

The WB has supported structural reforms in the agricultural and natural resource management sector through the following projects:

- **Projet d'Ajustement Sectoriel Agriculture (PASA)**
Commercialisation of cotton
- **Projet de Consolidation de l'Office du Niger**
Commercialisation of the rice culture, irrigation systems
- **Projet de Développement des Services Agricoles (PNVA)**
Support to the national agricultural extention service
- **Programme National de Recherche Agricole (PNRA)**
Institutional support to CNRA (Centre National de Recherche Agricole) and IER (Institut Economie Rurale), Bamako
- **Projet de Gestion des Ressources Naturelles (PGRN)**
- **Projet d'Appui à la Valorisation et la Commercialisation des Produits Agricoles**
- **Support to the development of «Le Plan National d'action Environnemental (PNAE)**
- **Projet Energie Domestique**

The WB does not implement the projects itself, but does so normally through government services or units within the government. Close links are established to the government extention services.

A newly initiated «Pilot Participation Project», a project collaboration between the WB, the Malian government and the NGOs, which aims to involve all NGOs in a project called «Lutte contre la faim». A pilot study in the Mopti area to identify actual areas for interventions is undertaken (WB, 1995). Follow up committees in which NGOs have substantial voice has been established and has been the key decision making body for further project preparation. The project is an attempt to improve the WB collaboration with the informal sector and to reject the criticism concerning the top down, cumbersome, inflexible and time consuming approach. The first project phase will include community needs and capacity assessment in selected areas of Mali covering all regions. The result will serve as a basis to select priority activities in each region. The assessment will be conducted by local NGOs, in collaboration with local authorities and community groups.

2.3.2 Project activities in Mali in the agricultural and natural resource management sector receiving Norwegian funding.

a) PGRN - «Projet de Gestion des Ressources Naturelles» (former PNLCD)

The project started as a pilot project financed by Norway. The project itself was initiated by the WB in 1993, has a direct link to the ministry «Ministère de Développement Rural et de l'Environnement (MDRE), and is implemented in close collaboration with GTZ (Germany). The project is a long term national program to provide the necessary support to village communities to enable them to establish, implement and monitor village management plans covering the natural resources in their communities.

The general goal is to promote a rational and sustainable use of the natural resources (soil, water, vegetation). The project aims at strengthening the capacity of the local communities to manage their natural resources and at strengthening the institutional- capacity of MDRE. Financial and technical support to the government in the development of a national strategy for management of natural resources is a part of the project.

Main activities at a field level:

- well digging
- short and long term water and soil conservation activities.
- deforestation control. Rehabilitation of natural forests, restauration of degraded pasture
- agro forestry
- decentralization and community based land use management

Information, elaboration and implementation of NRM- and land use plans in 150 villages in three regions in different agro ecological zones in accordance with the national strategy plan, are carried out. The project is implemented in the first (Cercle de Kayes et Diema) second (Cercle de Djili, Kati et Diolla) and fifth (Cercle de Djenneé, Douentza et Ténékou) region of Mali.

PGRN collaborates with the following SSE- supported NGOs:

- CCA-ONG- education, literacy
- Strømme Foundation, Yelimane- «lutte anti acrédiennne»
- UICN- Bafoulabé- decentralized NRM
- PIDEB- Bafoulabé - animation and rural development

b) PECAP /MOPTI- «Program de Consolidation des Associations Paysannes dans la région de Mopti».

The project is succeeding the project «Projet de Développement de l 'Elevage de Mopti», also with Norwegian funding.

The PECAP project gives technical support to male and female village associations, fishery associations, livestock cooperatives, small scale irrigation schemes and rice production cooperatives.

Field activities:

- livestock markets
- wells for gardening
- centers for training and education
- functional literacy in the villages
- purchasing inputs (mills, donkey carts, seeds)
- pump installations

2.3.3 Conclusion- possibilities for improved collaboration between the WB and the SSE-partners.

The WB focuses on rural development and the environment. It has developed close contacts with government institutions focusing at institutional development with central government agencies . Most of the activities ,however, are operational field projects, rather than policy oriented activities. Field projects are mainly «traditional» small scale field activities as agro forestry, water and soil conservation, gardening activities etc,the same type of activities that are carried out by the Norwegian NGOs. The practical execution is implemented by governmental technical services at different levels, and local NGOs working in the region. The distance from the headquarter in Bamako to the field is long and complex passing several coordinating committees at national, regional, «cercle» and «arrondissement» level. This may create problems at field level for identifying correct partners and procedures and may result in slow project implementation.

PGRN has a more flexible and participatory approach, focusing on the local communities capacity to manage their natural resources. The Norwegian NGOs are not working seriously with decentralized NRM (with a small exception of CARE) and the NGOs might clearly have an advantage in taking part in the considerable experience of the WB in this field. The WB on the other hand would have advantage of the local knowledge and flexible approach of the NGOs . PGRN has established formal collaboration with SMF (PIDEB) in the Kayes region, and it may act as an example of collaboration for the other NGOs.

In the newly initiated project «Lutte contre la faim dans la région de Mopti», the WB invites all national and foreign NGOs in the region to collaborate. CCA-ONG is one of the project partners, and Norwegian NGOs are recommended by the WB to collaborate through this organization.

3. INTERNATIONAL NGOs

The major international NGOs working in Mali are **UICN, IIED, CCA-ONG and CARE International**. The support to UICN and IIED is mainly through direct project support. The support to CARE Mali goes through CARE Norge which finances about 50% of CARE Mali today implementing the projects CARE Koro, CARE Macina and CARE Diré by Norwegian funding. CARE Norge has at the moment no Norwegian representation at CARE Mali's head office in Bamako, nor in the field projects.

Among the Norwegian NGOs working in Mali, CARE has paid most attention to sustainable agriculture and natural resource management. CCA-ONG has so far not received direct Norwegian support, but is supported to some degree by the the privat NGOs (SMF).

3.1 IUCN- International Union for the Conservation of Nature

3.1.1 Objectives, geographical coverage and organization

IUCN's priority focus is on sustainable use and management of natural resources. In particular IUCN's specializations are:

- biological diversity; sustainable use of wild resources; wetlands; species survival and community management
- development of scientific and technical networks in these subjects
- support to decentralized institutions to reinforce their capacity to manage the bio diversity and natural resource management
- support to the national government to define and put in place the policy and institutional context of decentralized increased responsibility for natural resource management
- environmental education (primary school level)

The main target areas in Mali :

- **Gossi**
- **Youvarou**
IUCN has experience in the area since 1984, and has conducted a range of studies and supported local forest and and pastoral rehabilitation.
- **Bafoulabé** (collaboration with SMF and GTZ)
 - study on the use of wild resources
 - system of exchange of ecological information
 - particular attention to training needs related to NRM Committees

The approach is «bottom up», and the work conducted in close collaboration with the local population, the governmental services, «CLD», local NGOs and the government. The working platform is **development via networks** and the elaboration of strategic working papers for each network. The networks are composed by users and «experts».

The subjects identified for technical networking are :

- **DECENTRALISATION**
- **USE OF WILD RESOURCES**

The concept of endangered species is not recognized by the local population. The objective is to assist the C.R assess the nature and extent of wild resource use, and to integrate the knowledge into the local decision making process.

- **LANDUSE PLANNING**
Assessment of agro ecological potential
- **EDUCATION**
Dissemination of information concerning land use planning and resource management to different social groups. Pilot project: WALIA education project Mopti.
- **WETLAND**
The inner Niger Delta
Gossi mare
Manantali dam area

3.1.2 Actual activities in Mali receiving Norwegian funding

Project receiving SSE- program support:

a) Use of Scientific and Technical Networks for Decision making in Mali

Duration: 1994-1997

The main focus of the project is to reinforce or establish local institutions for natural resource management in the newly established «Communes Rurales» (CR).

Objectives:

- to provide support to CR, in the areas of UICN competence, to enhance their capacity to take on the planning and execution responsibilities which have been designed to them under national law
- to provide in collaboration with central government, regional authorities, NGOs and C.R. technical networks support to the constitution and work of the Natural Resource Committees. The network will act in support of a limited number of C.R.
- to provide advice and support, in the technical areas of UICN to national services to allow them to develop the capacities and practical methods necessary for successful decentralization of land use and management decision making.

Bafoulabé, Kayes region, is chosen as target area because it represents a broad range of bio climatic and agro ecological zones- and because of the existence of a NGO (PIDEB). 4 villages are selected as pilot villages: Bertecouda, Wasala, Tambaladounga and Djimekrou

The latest annual report (IUCN-95) shows that few concrete results in field are obtained. A lot of work is however conducted to prepare the activities in field. Information, sensitization education, establishment of pilot groups, contacts with partners for collaboration and different agreement between different partners for collaboration are worked out.

The field work is carried out with pilot groups that include NGOs, local population and governmental services. PRA is used to identify problem areas concerning land use, vegetation, water and fauna. Problem- solution analysis is carried out in 4 villages. In Bafoulabé the following activities are given priority:

- conservation and restoration of the ebony forests
- protection of the «Porepic»
- cereal banks
- agricultural extention in favour of female farmers

The work is monitored by the IUCN office in Bamako and the work presented for the IUCN national forum which have been established by IUCN and the Ministry for Rural Development and Environment. The national forum meets three times a year. CCA-ONG is a member of the National forum, and representatives for Norwegian financed SSE-projects are invited to the meetings.

3.1.3 Collaboration with other SSE-partners

Formal collaboration between IUCN and the Norwegian NGOs is established between IUCN and SMF, PIDEB. Some contact was earlier established between IUCN and NCA in the Gourma area, but is not formalized today.

3.1.4 Conclusion - Possibilities for further collaboration between IUCN and the SSE-partners

The focus activities of IUCN, sustainable natural resource management and decentralized land use and natural resource management decision making, are long term activities related to the new decentralization policy and implies changes in attitudes and mentality concerning responsibility for local resource management. Short term results in the field in terms of concrete achievements are difficult to obtain. The main criticism against IUCN from the NGOs is related to the lack of concrete results in the field. This may be due to the different approach to solve problems related to NRM. IUCN has given priority to information, sensitization and identification of training needs and activities in the local communities and establishment of technical networks. The Norwegian NGOs are approaching the problems in a more traditional manner by introducing different agro forestry and soil and water conservation activities where short term results are more easy to obtain.

The new policies and legislation concerning management of natural resources at national level that change the responsibility for natural resources from official services to the local population themselves, will hopefully contribute to a stronger motivation among farmers to practise natural resource management concerning both maintenance and utilization in a more rational way. An understanding of the importance of these activities in development and management of natural resources at local level is the key to success for the national politics. The NGOs have not to a sufficient extent been aware of these changes, and should keep in mind what regulations and legislation need to be in place to promote community based natural resource management, which organization at village level is effective in managing natural resources and how local organizations can be supported. The NGOs should consider how policies to decentralize environmental management to local level can be practically implemented in the villages where they work. IUCN with its speciality on community based natural resource management and its organizational structure with links to the Government, may be an ideal partner for collaboration and exchange of knowledge in this context.

CARE is the Norwegian funded NGO which to the greatest extent focuses on natural resource management projects, implementing agro forestry activities, soil and water conservation techniques and regeneration of Bourgou areas. CARE has also supported and promoted the Ogo kana committees, traditional structures in the Dogon society for natural resource management, and is involved in protection of the «Fôret de Segué».

Possibilities for mutual benefit from a collaboration between CARE and IUCN seem obvious. The NGOs might also derive advantage of IUCN's linkage to the Government.

IUCN has a simple, well arranged organization, and encourages NGOs to collaborate through networks and the national forum.

3.2 IIED- International Institute for Environment and Development

3.2.1 Objectives, geographical coverage and organization

The IIED's Dryland Program in West Africa is implementing activities in Mali, Niger, Burkina Faso and Senegal. The main office is located in Dakar, and the organization has no country representation in Mali. It has no field staff, but works through support to network building, participatory training programs, institution building and by promoting collaboration between different institutions and collaborative research.

Their activities might be classified in four different groups:

- participatory training programs
- dissemination of information through network building
- promotion and support collaboration between national NGOs and national research institutions (Mali) to strengthen local institutions
- collaborative research mainly in the areas: Pastoral land use and management, integration of livestock and agricultural production systems, water and soil conservation techniques and risk analysis.

In addition a recent interesting initiative: «**Institutions, organizations and natural resource management in Sub Saharan Africa**» has been made in order to:

- appraise current initiatives carried out by NGOs, bilaterals, multilaterals and national projects working specifically in the field of local organizations and institutional rules and regulations for natural resource management (NRM)
- to examine examples for NRM systems working through local organizations
- to identify characteristics of the local organizations that allow them to effectively manage natural resources
- to identify sets of institutional rules and regulations that support the effectiveness of local organizations
- to help regional partners (CILSS, Club du Sahel) NGOs and other organizations implementing NRM initiatives to share their experiences and co-ordinate their actions

The project will be carried out in close collaboration with SOS Sahel, CARE Mali, Near East Foundation, national technical agencies, community based organizations, Norwegian NGOs and CILSS.

A close relationship will be developed with the «**Reseau pour l'appui institutionnel pour la gestion décentralisée des ressources naturelles en 5ème Région**» a coordinating body being presently set up by SOS Sahel, the Near East Foundation and CARE Mali.

3.2.2 Project activities receiving Norwegian funding

The main recent project financed by the SSE-program is «**Building NGO capacity in the field of participatory planning, monitoring and evaluation**».

As a part of its Dryland Program, the organization is carrying out a three year participatory training program in Mali in collaboration with the Norwegian NGOs (1995-1997). The program in Mali forms one element of a larger program to support the development of PRA networks in several Sahelian countries.

The overall objective is to strengthen the capacity of the Norwegian NGOs field staff and their partners in the design and implementation of participatory planning and management. The program is hoped to strengthen the abilities of the local populations in Mali to gain greater confidence and skills in planning and managing their own resource management and community led development.

The program has two main components:

- PRA training
 - Initiation of NGO staff
 - Training of trainers for NGOs

- Developing a participatory monitoring and evaluation system
 - Regional workshop on participatory monitoring/evaluation
 - Training and support in setting up monitoring and evaluation systems

The idea is to develop simple tools and techniques as well as the institutional mechanisms for monitoring and evaluation. The program includes organization of a regional workshop to exchange experiences about the development of monitoring and evaluation systems and support in the development by the communities themselves of a participatory monitoring and evaluation system

3.2.3 Conclusion- Possibilities for further cooperation between IIED and the SSE-partners

Monitoring and evaluation are important aspects of the NGO activity, helping to ensure that program implementation and results are in accordance with declared objectives. Today the different Norwegian NGOs in Mali are attempting to come up with monitoring/evaluation systems and to define indicators that can be used in measuring the achievements of the different activities. A change of experience in this field seems important to develop and coordinate the different monitoring and evaluation systems used by the SSE-supported organizations working in Mali. IIED may be an important partner for collaboration in this context. The previously mentioned initiative «Institutional organizations and NRM in Sub Saharan Africa» seems an interesting initiative where possibilities for mutual benefit from collaboration between the Norwegian NGOs and IIED exist.

4. CONCLUSION

4.1 Possibilities for improved thematic collaboration between the SSE-partners.

Table 1 shows the main activities related to agriculture and natural resource management carried out by NGOs and multilateral organizations in Mali. The SSE programs research component is included in the table (CNRST).

a) Norwegian NGOs.

The Norwegian NGOs operating in Mali are: SMF (PIDEB, Yelimane), CARE Norge (CARE Koro, CARE Diré and CARE Macina) and NCA.

Agricultural activities have dominated the project support. Emphasis has been put on crop cultivation and food production, less on environmental and pastoral issues.

The target groups are the local population in the villages where they work, mainly agriculturalists or agro pastoralists. None of the NGOs have pastoralists as the main target group.

The NGOs are mainly carrying out traditional field activities in the agricultural and agro forestry sector, such as tree planting, soil and water conservation, variety introduction, improved agricultural techniques, gardening in the dry season, well digging, introduction of small economic activities and credit and saving systems, and various forms of alphabetization. Evaluation reports show that in these matters considerable results have been obtained the last years. A competent national staff with local knowledge is normally attached to the project planning and implementation.

The NGOs work to a less extent with regeneration of pasture, integration agriculture/livestock, land use conflicts, implementation of the national decentralization policy in their villages (exception PIDEBs MSDB plan), identification of local structures for NRM (exception CARE Koros Ogokana committees), holistic farming systems, networking and dissemination of information. Functional libraries or databases are an exception. The projects have not to a sufficient extent shared information and coordinated their activities with other NGOs or autonomous governmental organizations in the region they work. The gender aspect related to ANR is generally weak, and not based on analysis of women's role in the local production system. Intermediate objectives sometimes appear to have been developed without a clear problem analysis or needs assessment. Socio economic studies and clear definitions of the target group are normally lacking. Their experience in local competence building is normally weak. Functional and coordinated monitoring and evaluation systems focusing and measuring on concrete project achievements are not sufficiently developed. The same is the case with regard to links to national and Norwegian research institutions.

The NGOs should concentrate on activities where they have comparative advantage, that is in working closely with the rural communities, using their flexible approach, and in meeting particular needs as they are identified by the communities. Proposals for strengthening weak areas through a collaborative approach are given in the next chapter.

The SSE-program's goals, objectives and content are not necessarily known by the local project personnel and leaders.

b) International NGOs

International NGOs receiving SSE-funding are IUCN and IIED. CCA ONG is not receiving direct funding, but receives some support from the Norwegian NGOs , mainly SMF.

Table 1 shows that the international NGOs operating in Mali have their competence in areas where the Norwegian NGOs are generally weak; as on decentralized natural resource management, pastoral land use and management, environmental education, risk analysis, nature conservation, networking, participatory methods, monitoring and evaluation and with well established links to the Government, governmental services, local NGOs and research institutions. Projects do not have a local field staff but are followed up by the administration through networks, pilot groups, education and training of personnel in charge (local population, official services, experts, NGOs). Several experts are attached to the organizations which are specialized in different fields. They are working on central and interesting issues for rural development in Mali today, in close collaboration with governmental institutions.

Their weakness are limited local knowledge and direct contact with the rural population.

Their different knowledge, interesting approach and well established connection to the Government make them interesting as partners for collaboration.

The SSE-program seemed to be known by the project leaders.

c) Multilateral organizations

The multilaterals receiving support from the SSE-program are: ACOPAM/ ILO, PNUD/UNSO and the WB (PGRN/ PECAP)

UNDP and the World Bank are mainly concerned with large area development programs designed in close collaboration with the Government, generally formulated with the use of baseline surveys and tied into strategic planning by the Government.

In most cases when it comes to field activities their approach is traditional and thematically similar to the Norwegian NGOs. PGRN is an exception by its specialization on NRM, land use and decentralization. The World Bank and UNDP do not implement the projects themselves but do so normally through government services, units within the Government, or local NGOs. The World Bank projects in particular have close links with the government extension service. They have been criticized for their project implementation, insensitivity to the reality on the ground, inflexibility and not adaptable to varying circumstances over time. The newly initiated project «Pilot participation project» seeks partnerships with national and foreign NGOs, and is an attempt to do something about this criticism.

UNSO has its own field office (Tonka, Timbuktu region) and its own staff in the field. It has important competence and experience concerning livestock, integration of livestock and agriculture, pastoral issues and regeneration of pasture (Bougou), fields where the competence in the Norwegian NGOs are generally weak.

ACOPAM/ ILO is the most field-oriented of the multilaterals, with its own field offices and field staff. Some of the activities converge geographically and thematically with the Norwegian NGOs, but their competence in local institutions, cooperative building and small economic activities are areas of special interest.

ACOPAM/ ILO and UNDP are the most gender oriented organizations, with an expressed gender profile. In the previously mentioned areas there are clear possibilities to exploit comparative advantages between the SSE-partners.

The multilaterals have so far not shared their experience with other SSE-partners.

Collaboration exists only between PGRN and PIDEB in the Bafoulabé region.

The knowledge about the SSE program was generally weak, and seen more as an alternative budget line rather than a source of funds for which certain requirements were made, such as sharing in experience and coordination.

4.2 Concrete actions to obtain a better coordination

Improved information about the SSE-program to all actors involved in Norway and Mali.

- ⇒ Elaboration of a short SSE-information folder with contact addresses
- ⇒ Elaboration of a yearly SSE-supported project overview containing multilaterals, NGOs and the research component
- ⇒ Elaboration of general competence building courses specially targeted to Norwegian and national NGO- project personnel at a country level. Actual issues might be the complex development issues in the Sahel region, introduction to the SSE-program and actual partners for collaboration, project management, planning implementation and evaluation ,

2) Improved exchange of information between the different SSE-partners

- ⇒ Continuation of the SSE-seminars dealing with themes of general interest for all participants, and workshops on specific themes
- ⇒ Follow- up recommendations given by the SSE-seminars (Appendix 1 and 2)
- ⇒ Support to and use of existing information networks (CCA-ONG) to facilitate the sharing of experience and coordination of activities and strategies between Norwegian local and international NGOs . Establish connections to other networks of specific interest for the SSE- program. Make a overview over existing networks, and a plan for attachment.
- ⇒ More intensive use of the national expertise and research involved in the SSE-program
- ⇒ Exchange of project reports (also from the multilateral organizations) and inter visits

3) Encourage improved collaboration by

- ⇒ a better administrative coordination of the SSE-program in Norway and dialog between the different components of the program. The program should be coordinated by UD in the bi lateral division in close cooperation with the multi lateral division.
- ⇒ all aid funds which are relevant to aims of the program should be placed under and coordinated in the program to ensure a coherent Norwegian effort (Cowiconsult 1992)

- ⇒ overall guidelines and support from UD that may promote collaboration with the multilateral organizations
- ⇒ elaboration of detailed plans to operationalize the program concept at the country level
- ⇒ ensure a local country level coordination. Country representation would facilitate information exchange and ensure working together with local initiatives and other donors to form a coherent approach.
- ⇒ establishment of SSE-centers which primary task is to coordinate the collaboration at a national level. The centers should be financed by NORAD, and act as meeting place for the different SSE-partners
- ⇒ giving priority to specific projects where the synergy aspect is taken care of
- ⇒ earmarked SSE funds for joint projects to obtain financing which promotes collaboration. Synergy funds might be managed by NORAD.
- ⇒ establishment of thematic platforms or working groups for co-operation exchange of information and project planning
- ⇒ identify competence, strong sides and win- win situations
- ⇒ involvement of actual partners in the early project planning phase
- ⇒ clarify the SSE-programs objectives at the country level so that they are more specific and operational

4) Identify areas for collaboration :

- ⇒ Establish specific platforms for collaboration, exchange of information and project planning.

The platforms should have specific responsibilities related to their area of expertise and comparative advantage. Assumptions for collaboration are that the platforms have thematic relevance for ongoing and future activities and/or that the partners work in the same geographical area.

- ⇒ Actual platforms might be:
 - sustainable use and management of natural resources: CARE, UNSO, PGRN, IUCN, IIED, Research
 - sustainable agriculture and farming systems: CARE, IIED, Research
 - livestock and pasture management: NCA, UNSO, PGRN, IUCN, IIED, Research
 - nutrition and health: PIDEB, Research
 - small economic activities: CARE, ACOPAM, PECAP

The NGOs mentioned should be the driving mechanisms in obtaining a synergy effect.

- ⇒ Fields of general importance for all partners:
 - integration of gender in agriculture and natural resource management
Special competence: ACOPAM, UNDP
 - socio-economic studies, production system analysis
Special competence IIED? National and international research institutions
 - local institution building
Special competence: ACOPAM
 - education and training, participatory methods
Special competence: ACOPAM, IIED, CCA-ONG
 - environmental education
Special competence: IUCN
 - network building
Special competence: CCA- ONG, IIED, IUCN

-policy reforms and institutional development at national and community level and implementation of national strategies. Special competence: Multilaterals, UICN, IIED

The most relevant themes have to be further discussed.

The specific platforms represent thematic areas closely related to the goals of the SSE-program. The fields of general interest for all partners may be looked upon as tools which are necessary in order to improve the quality of the project implementation. A general conclusion might be that the multilaterals, international NGOs and the research component have important knowledge about the tools and a collaboration between these organizations and the NGOs might improve the quality of the NGO projects. The NGOs on the other hand have the instrument necessary to use the tools and implement the ideas into practical action in field.

Greater emphasis should be given by the NGOs to the adopted decentralization law (Loi 93/12 Sur la Décentralisation) where the communes have the responsibility for the conception, programming and execution of local rural development initiatives. They elaborate, adopt and implement land use plans, and agree upon criteria for land use access. The C.R will be responsible for the establishment of Natural Resource Management Committees that will formulate recommendations for zoning, construction and land use, and can be looked upon as working groups charged with informing and facilitating community decisions regarding resource use taken by C.R. The NGOs should to a greater degree be engaged in the implementation of this policy in the villages where they work. Greater emphasis should be put upon the development of local capacity and institutional structures within the communities. Environmental education programs and public awareness campaigns should be implemented at a local level and partnerships with indigenous organizations should be sought.

- 5) Encourage collaboration between the research component in the SSE-program and the NGOs
 - ⇒ Identify research themes through a consensus between NGOs and research
 - ⇒ Involve the research component in early project planning phase. Examples of a model for project collaboration between research and NGOs is given in figure 1 (Oshaug 1995).
 - ⇒ facilitate information sharing between research and NGOs by establishing a Research/ NGO network, ROR (Réseau ONG Recherche), see appendix 2) linked to other existing networks.
- 6) Encourage improved collaboration in the field and sharing of information between organizations working in the same regions and «cercles», more or less on the same topics. This concerns mainly organizations that implement field projects in the 5th and 6th region of Mali and include CARE, NCA, WB (PECAP, PGRN), UNSO and ACOPAM. PIDEB (SMF) in the first region has established links to IUCN and PGRN working in the same region, and may be used as an example for other NGOs
- 7) Ensure continuity concerning consultancies and evaluations during the program phases
- 8) Introduction of common procedures to ensure appropriate design, monitoring and evaluation of activities supported by the program.

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Table 1. Main project activities carried out by Norwegian NGOs, international NGOs and multilateral organizations in Mali

ACTIVITIES	INSTITUTIONS (REGIONS)											CCRST Research		
	PIDEB Strömme (1)	Yelimane Strömme	KORO CARE (5)	Machina CARE (5)	Timbuktu CARE (6)	GOSSI KN (6)	IUCN (1,5)	IIED	WB -PGRN -PECAR (1,2,5)	UNSO (6)	PNUD		ACOPAM (6,5)	CCA/ ONG
Wells	*		*		*	*			*					*
Wells for livestock						*								*
Regeneration of pasture (Bourgou)					*					*				*
Rehabilitation of forest			*					*						*
Comm.-based land use planning								*	*					*
Comm.-based natural resource management			*					*	*					*
Pastoral land management								*	*					*
Nature conservation								*	*					*
Wild flora and fauna								*	*					*
Agroforestry			*		*	*			*	*				*
Soil and Water conservation			*		*	*			*	*				*
Gardening	*		*		*	*			*	*				*
Low input sustainable agriculture	*		*		*	*			*	*				*
High input agriculture									*	*				*
Construction of dikes sluice gates channels Irrigation schemes. Commercialisation/ marketing					*	*			*	*				*
Farmer Cooperatives									*	*				*
Livestock	*		*			*			*	*				*
Fodder plant									*	*				*
Veterinary services	*		*			*			*	*				*
Small economic activities (m/w)	*		*		*	*			*	*				*
Village savings Creditsystems (m/w)	*		*		*	*			*	*				*
Cereal banks	*		*		*	*			*	*				*
Gender/ANR	*				*	*			*	*				*
Education/ Functional literacy	*		*		*	*			*	*				*
Networking/ Information dissemination					*	*			*	*				*
PRA									*	*				*
Nutrition									*	*				*
Grasshoppers	*				*				*	*				*
Evaluation/ monitoring systems	*								*	*				*

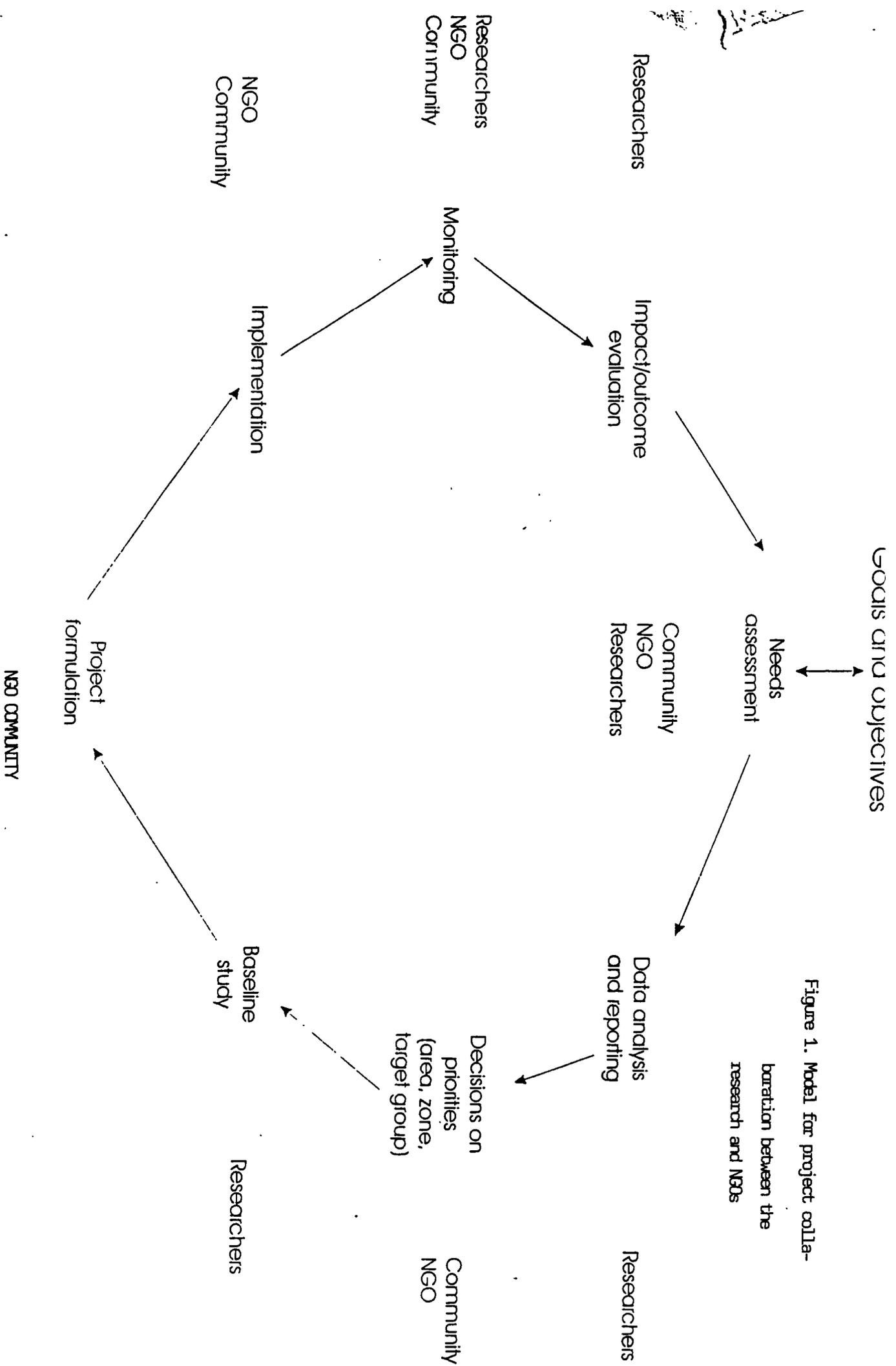


Figure 1. Model for project collaboration between the research and NGOs

7.APPENDIX

APPENDIX 1

Utdrag fra: Rapport fra årets SSE-konferanse i Sélingué

Konferansen ble holdt 4.- 8 - desember 1995. Dette utdraget er hentet fra en rapport under arbeide. Den skal bearbeides mer, både språklig og redaksjonsmessig. . . .

Avant la pause les participants se sont constitués en 4 groupes de travail composés de:

- | | |
|-------------|-------------|
| 1 AEN | 2 CARE |
| 3 FCS/PIDEB | 4 RECHERCHE |

Les représentants de ACOPAM, du CCA-ONG, de l'UICN et NORAGRIC sont invités à se joindre au groupe de leur choix.

Thème: - Vos suggestions et recommandations pour une coopération concrète entre les organisations participantes à la conférence de cette année.

- les formes de travail de la coopération?
- la durée de chaque action, (par exemple la recherche peut demander de 3- 10 ans, les ONG ne peuvent attendre plus que 3-10 mois)
- Quels réseaux pour la diffusion de l'information?
- Comment permettre l'utilisation et la diffusion des expériences aux organisations qui ne sont pas directement concernées par le plan de coopération?

A la reprise, chaque groupe a exposé ses différentes propositions.

Propositions I:

Comité d'animation ONG - SSE - Mali

- | | | |
|----------------------|-------|-----|
| 1. Représentants de: | AEN | SSE |
| | CARE | SSE |
| | FCS | SSE |
| | CNRST | SSE |
| | UICN | SSE |

But:

1. Demarcher la réadaptation des objectifs du Programme

- 1.1 vers la NORAD
- 1.2 vers le consortium des opérateurs

2. Créer l'effet synergique entre les organisations dans les domaines de:

- | | | |
|-----|-----------------------------------|------|
| 2.1 | sécurité alimentaire | AEN |
| 2.2 | nutrition | FCS |
| 2.3 | promotion féminine | CARE |
| 2.4 | gestion des ressources naturelles | UICN |
| 2.5 | crédit-épargne | CARE |

Propositions II:

Engagement des organisations concernées à:

- a) utiliser activement les banques de données existantes au CCA-ONG
- b) alimenter le CCA-ONG avec les données générées dans nos organisations.

Propositions III:

Diffusion de la liste d'adresses internes aux organisations pour encourager l'interchange de l'information à travers le réseau déjà existant.

Propositions IV:

Stimuler les ONG à inclure dans leurs programmes des composants de recherche.

Propositions V:

La diffusion des expériences aux organismes externes est assurée par la cellule d'information du CCA-ONG.

Méthodologie proposée:

- constitution du comité avant Janvier 1996;
- présentation de la proposition sur une re-formulation des objectifs SSE pour 1997 avant Juin 1996;
- fixer le programme d'activités communes au consortium;
- séminaire SSE,
- marche thématique,
- nommer les organisations responsables des pavillons du marché.

La responsabilité pour la convocation à la première réunion du comité est donnée à l'AEN.

Les PV des réunions seront envoyés à NORAGRIC pour information.

A l'issue des discussions qui s'en sont suivies les participants ont adopté les suggestions et recommandations suivantes:

1. Mise en place d'un comité de suivi pour l'application des recommandations issues des conférences SSE .

Une rencontre tous les deux mois entre les membres du comité.

Le comité doit dégager un plan d'action et suivre son exécution et faire approuver par les répondants Norvégiens auprès de NORAD.

2. NORAGRIC:

Evaluation

Etude

Sur demande

3. Améliorer la communication entre les intervenants du programme SSE .

. Envoie des différents rapports (feed back)

Visite inter projets

. Développer des bulletins au niveau de chaque organisation avec des chapitres SSE.

4. Réduire les conférences actuelles à chaque 2 ans.

5. Initier des ateliers thématiques 2 fois par an: 1er thème pour 96; le crédit au niveau des femmes. Les trois autres sont à définir (réflexions des participants).

6. Créer un comité à Oslo pour négocier auprès des bailleurs pour la recherche de financement.

7 Recherche

Appui ponctuel pour le développement d'indicateurs et la mise en place d'un système de suivi-évaluation pour Care (durée 3 mois).

8. Rencontre avec la recherche pour discuter les plans annuels d'opération et dégager les points d'appui et les périodes.

9. Le comité de suivi doit informer régulièrement les intervenants du programme SSE sur:

- les différentes stratégies
- les différentes approches
- les activités

et réfléchir sur une harmonisation des thèmes utilisés à partir des informations issues des interventions sur le programme SSE et peut faire l'objet d'un atelier de réflexions.

10. L'UICN et la Banque Mondiale en réponse à des demandes ponctuelles d'interventions devront procéder au lobbying auprès du Gouvernement (GRN) sur les questions institutionnelles et juridiques.

Après ces recommandations la parole fut donnée au représentant de Noragric Mr Hansen Il a fait des remarques et des observations suivantes:

- 30% des participants à la conférence sont des femmes. En Ethiopie, il y a deux semaines, sur 80 participants il n'y avait qu'une seule femme.
- des ressources humaines très appréciables ont participé à cette conférence. Il serait important à l'avenir de permettre et d'encourager l'amélioration des relations humaines, en donnant un peu plus de temps de communication entre les gens.

Noragric profite de l'occasion pour féliciter l'AEN, l'organisatrice de la présente conférence

**Second Annual Symposium
of the SSE programme in Mali
Segou, October 10 - 15, 1994**

**Presentation of Recommendations
concerning
collaboration between the
SSE Research Programme* and NGOs
within the SSE Programme**

I. General Conclusions

- 1) The participants expressed their satisfaction with the spirit of collaboration created at the workshop as regards the exchange of ideas and the dialogue established between the NGOs and the Research Programme within the SSE Programme. Congratulations were expressed especially to CARE for making this possible.
- 2) The participants were committed to do their best to continue the good cooperation which has been established.
- 3) The general objective of a future collaboration is the creation of a Research/ONG network ("Réseau ONG-Recherche" or ROR) at first within the framework of the SSE Programme and on a national level in the future.

* The SSE Research Programme is part of a long-term programme of collaboration between the University of Oslo and Malian research institutions represented by the National Center for Technological and Scientific Research (C.N.R.S.T.) in Mali.

II. Specific Recommendations

The following specific recommendations were made:

- 1) to facilitate exchange of information and even personnel;
- 2) to encourage NGOs to make their research needs clear to researchers;
- 3) to determine research themes through a consensus between NGOs and Research from the conception of projects;
- 4) to establish participative research within the NGO activities using NGO personnel to collect data;
- 5) for on-going projects : to promote a better integration of data collected through Research and data collected through NGOs and upgrading data collected within the NGO projects;
- 6) to enhance the value of research activities executed by NGOs through technical support by Research to the NGOs;
- 7) to translate results from Research into concrete action;
- 8) to validate the results from Research with assistance from NGOs in the field;
- 9) to obtain financing which promotes collaboration between NGOs and Research within the SSE Programme.

III. Concrete proposals

1) Production of a Contact Bulletin ("Bulletin de Liaison")

The objective of the bulletin is to establish contact between Research and NGO projects. The bulletin can include, for example, presentation of the individual projects, presentation of personnel and their area of expertise, presentation of publications and project reports available, launching new ideas, identifying particular problems with relevance to research collaboration.

A committee with the following members was established to present the concept for such a bulletin within the 15th of November 1994:

Edmond Dembele
Mamadou Diallo
Finn Andreassen

NGO Coordination (CCA-ONG)
Research Coordination (C.N.R.S.T./SSE Research)
Expert in Communication (Norwegian Church Aid)

2) Periodic Meetings

The purpose of these meetings would be to maintain the positive spirit of collaboration between NGOs and Research, to communication research results, and to address specific issues of common concern to NGOs and Research.

A committee consisting of a representative from each project (to be determined by each project) will present a plan for such meetings within the 15th of December 1994. Edmond Dembele at CCA-ONG will serve as a Coordination Postbox.

3) Establishment of a Data Base link

The objective is to facilitate information sharing between Research and NGOs. Two Data Bases will be established: one containing the research results acquired by Research and one containing information collected by NGOs. The two data bases will be connected to facilitate access to researchers and NGOs.

A committee consisting of the following members was established to provide information on already existing data bases in Mali and to propose a concept for the data bases within the 15th of January 1995.

Edmond Dembele
Mamadou Diallo
Finn Andreassen

NGO Coordination (CCA-ONG)
Research Coordination (C.N.R.S.T./SSE Research)
Expert in Communication (Norwegian Church Aid)

Alida Jay Boye
Reporter

19. oktober 1995

Til : Elisabeth de Jong, Administrasjons-sjef, Noragric

Fra : Sidsel Grimstad, SSE-konsulent, Noragric

Kopi : Arkiv, Jon Kr. Øiestad, Gry Synnevåg, NORAD (Priv.org).

Oppdragsbeskrivelse - konsulentoppdrag for Gry Synnevåg**Bakgrunn**

Cowi-consult gjennomførte i 1990 en evaluering av SSE-programmet og påpekte en manglende koordinering og erfaringsutveksling mellom de ulike SSE-finansierte prosjektene. Rapporten gjennomgikk de ulike implementerende organisasjoners arbeid (Multilaterale organisasjoner, internasjonale NGOer og norske NGOers arbeid) og pekte på at det ofte arbeides med felles problemstillinger og at dette kunne danne basis for en fruktbar erfaringsutveksling. På den andre siden utgjør de ulike organisasjonsstrukturer og implementerings-strategier det enkelte ganger upraktisk og lite hensiktsmessig å foreta en utstrakt koordinering/samarbeid.

Aktuelle problemstillinger

Med bakgrunn i ovennevnte og med bakgrunn i de enkelte prosjektdokumenter og kontakt med de ulike organisasjonene ønsker Noragric å foreta en vurdering av :

- hvilke prosjekter og fagområder der et forbedret samarbeid/koordinering og erfaringsutveksling synes å være særlig relevant
- hvilke områder der det ikke synes formålstjenlig/praktisk med økt koordinering
- konkretisering av forslag for hvordan økt koordinering/samarbeid kan iverksettes

Det vil være viktig at disse vurderingene tar hensyn til reelle ulikheter i organisasjonenes implementeringsstrategier, institusjoner og oppbygging som kan bidra til at et samarbeid/koordinering kan bli problematisk. F.eks. hvilket forhold har de multilaterale organisasjonene til samarbeid med NGOer og omvendt. Videre vil det være viktig at en nøye vurderer om den praktiske nytten ved de forslag til samarbeid/koordinering vil være betydelig større enn innsatsen ved økt koordinering.

Gjennomføring

Gry Synnevåg er blitt rekruttert som konsulent til SSE-programmet for en varighet av opptil 2.5 ukeverk, 1.5 ukeverk i Mali til innhenting av informasjon, 1 ukes rapportskrivning i Norge for å utrede mulighetene for koordinering og samarbeid mellom de ulike SSE-finansierte prosjektene i Mali. Oppdraget omfatter ikke koordinering med forskningskomponenten som ble behandlet på SSE-seminaret i Mali i 1994. Arbeidet tenkes gjennomført på følgende måte :

1) 1,5 ukes opphold i Mali

Under dette oppholdet vil hun delta på SSE-seminaret i Selengue, fra den 4. - 8 desember 1995. På seminaret vil de ulike NGOene legge fram sine prosjekter og deres erfaringer. Gjennom sin deltagelse på seminaret skal hun gjøre seg kjent med

- de ulike norske SSE-NGOenes (Pastor Strømmes Minnsetiftelse, CARE, Kirkens Nødhjelp) prosjekter og arbeidsmetoder
- de deltagende internasjonale NGOers (IIED, IUCN, CCA-ONG) prosjekter og arbeidsmetoder
- de deltagende multi-laterale organisasjoners (ILO, UNDP, Verdensbanken) prosjekter og arbeidsmetoder.

Videre vil det under seminaret være vesentlig å diskutere problematikken i uformelle former med de enkelte NGOene. Avhengig av behovet for tilleggsinformasjon kan hun i for- og etter-kant ha møter med relevante organisasjoner for å få en klarhet i deres prosjekter. Bakgrunns-rapporter for de ulike NGOers prosjekter vil bli stilt til rådighet fra Noragric.

2) 1.5 ukes rapportskrivning i Norge

Med basis i informasjon innhentet under seminaret og tilleggsdokumentasjon fra Noragric skal det utarbeides en kort rapport der en gjennomgår de praktiske, tematiske og organisasjonsmessige muligheter og begrensninger for å koordinere de norskfinansierte internasjonale SSE-NGOer/organisasjoner prosjekter med de norske implementerende NGOers prosjekter i Mali. Rapporten skal skrives på engelsk.