

September — December 2007

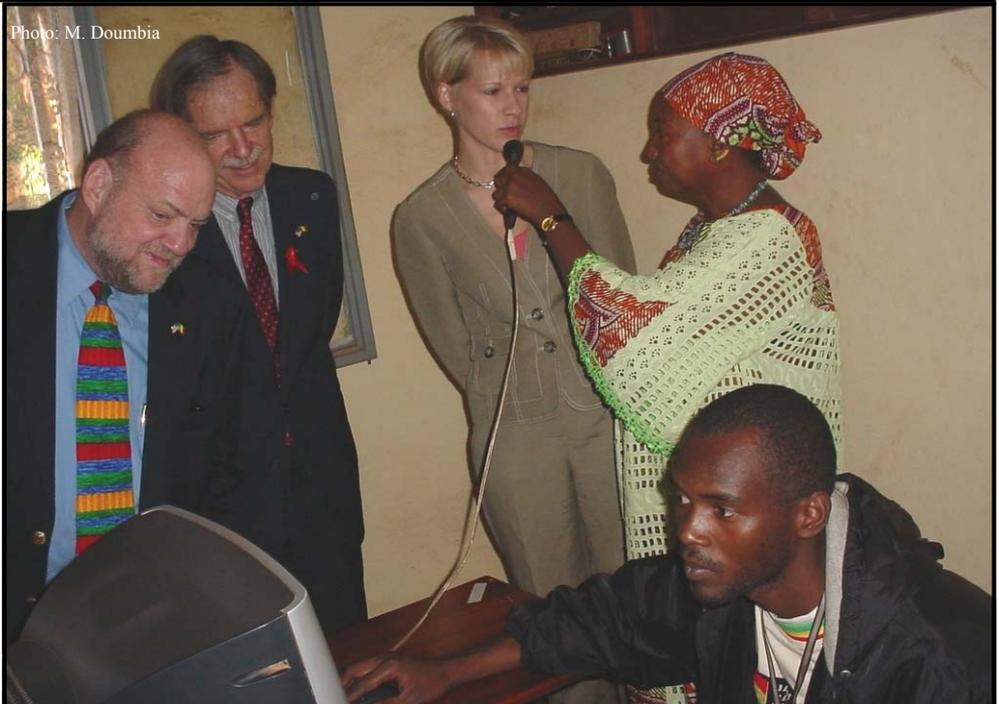
## From The Community of Democracies Conference to The Field: USAID Assistant Administrator for Africa Visits USAID Mali's Work On the Ground

*“I’m pleased to have escaped the city of Bamako to see and hear your issues”*

**BAMA KO, Mali** — Kate Almquist, USAID’s Assistant Administrator for Africa, visited Mali for two days in November 2007 as a member of the U.S. Delegation for the Community of Democracies Conference led by Deputy Secretary of State John Negroponte. Before the conference kicked off, Ms. Almquist traveled outside the capital to observe activities supported by the USAID Mali Mission.

Prior to visiting various sites in the Kati district located 30 minutes outside of Bamako, Ms. Almquist paid courtesy visits to locally elected officials and representatives of the Government. A meeting in the Mayor’s office offered a chance to meet several members of the local government council and to take stock of pressing issues and challenges facing the city. Topics of discussion related particularly to sanitation and health as well as to local communities’ limited capability to address solid waste

disposal. *“Although I came here for the Conference of the Community of Democracies, I’m pleased to have escaped the city of Bamako to see and hear your issues,”* said Kate at the end of the meeting. The Prefect, who is the appointed govern-



**SHARING INFORMATION** — Kate Almquist talking to the Director of Radio Bélékan as USAID Mali Mission Director, Alex Newton (center), and Governance and Communications Officer, Dennis Bilodeau, watch a sound mixing engineer at work at Radio Bélékan in Kati, Mali.

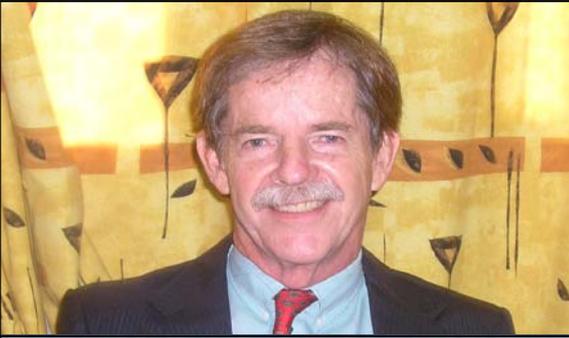
ment representative in the District, was also paid a similar courtesy visit before moving on to various activity sites.

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## The Mission Director's Corner



**Alex Newton, Mission Director**

Greetings from the USAID Mali Mission. This past November, Bamako was the site of the 4<sup>th</sup> Conference for the Community of Democracies — an inter-governmental coalition of democracies and democratizing countries committed to strengthening democratic institutions and values worldwide. The event was presided over by President Touré and attended by U.S. Deputy Secretary of State, John Negroponte, and MCC Director, Ambassador John Danilovich. The conference was a real tribute to Mali's young democracy, and allowed leaders from around the world to discuss the important linkages between stability, prosperity, and democracy.

The conference also brought another important participant: USAID's Assistant Administrator (AA) *(Continued on page 3)*

# USAID At The Forefront Of Digital Radio in Mali

**BAMAKO, Mali** — USAID Mali is opening the way for modernizing and improving the performance of community radio stations in Mali. In July, ten radio producers from the community radio in

Bourema, Radio Daandè (Douentza), Radio *Bureautique*), which is part of the Diédougou (Dioro), Radio Jamana Kledu group. (Nioro du Sahel) and Radio Wasoulou (Yanfolila), attended a training workshop on digital radio at CEFIB (*Centre d'Etudes et de Formation en Informatique et en*



**AT WORK** — Radio producers discovering digital technology during a USAID-sponsored training.

In Mali, all community radio stations are members of URTEL (*Union des Radios et Télévisions du* *(Continued on page 6)*

*(Continued from page 1)* — **From the Community of Democracies Conference to the Field: Kate Visits USAID Mali's Work On the Ground**

The first stop demonstrated the synergistic benefits of two activities carried out by the Governance and Communications (GovCom) Team involving radio and good governance. *Radio Bélékan*, a community radio station supported by USAID Mali, offered a guided tour and face-to-face discussions with beneficiaries. Radio has been instrumental in mobilizing community resources, providing a wide range of development-related information and engaging civil society in local governance. In addition, the USAID-supported Multi Media Center linked to *Radio Bélékan* has significantly facilitated access to Internet, provided training in information technology, and offered other income-generating services that help sustain the station. The tour was followed by an open discussion with elected officials from the local commune, members of women's associations, and

implementing partners. These participants benefit from activities of USAID Mali's Shared Governance (*Programme de Gouvernance Partagée*), which supports Mali's decentralization efforts and empowers groups to better plan and manage public funds and programs. Participants shared their experiences with regards to the links between good governance and the use of community radio stations to build local consensus and increase citizen engagement.

Next, Ms. Almquist observed the USAID pilot Teacher Training via Radio program at the Charles Ceccadi Raynaud School in Kati. After greeting the students and administration, a 3<sup>rd</sup> grade class demonstrated this interactive program which enhances teachers' instructional skills through radio and computer technologies. Ms. Almquist then traveled further into the countryside to visit a Community Health Center in Kalifabougou. Such health centers are

supported by the Ministry of Health (MOH), and the one in Kalifabougou is covered by USAID's *Kénéya Ciwara* (Excellence in Health) Project which is implemented by Care International. The visit demonstrated how USAID collaborates with the MOH and community members to increase access to health services and effectively reach the majority of Malians who live in isolated communities.

Finally, before heading to the Conference on the Community of Democracies, the Assistant Administrator held a general meeting with Mission staff and updated the audience on Africa Bureau issues, including the Foreign Assistance Reform. She noted that her trip had been enlightening in how the Mission's programs synergistically work together in providing benefits and creating opportunities for Malians —

**M. Dombia, USAID Mali.**

# Evaluating the introduction of Focused Antenatal Care to Mali

*‘Addressing the needs of pregnant women and their families’*

**KAYES, Mali** — Mali carries a heavy burden of malaria and a heavier burden of one of the highest rates of maternal mortality in West Africa (582/100,000). Following international health recommendations, the government of Mali decided to adopt a Focused Antenatal Care (ANC) Program to address the needs of pregnant women and their families. Focused ANC emphasizes quality of care with the primary goals of detection of health conditions and complications, disease prevention, and birth preparedness. In Mali, malaria prevention is key to a healthy pregnancy, so Focused ANC includes intermittent preventive treatment (IPT) of malaria. Malaria-related illnesses such as anaemia are also addressed in the distribution of iron folate during focused ANC.

The Division of Reproductive Health (DSR) of the Ministry of Health introduced Focused ANC, including intermittent preventive treatment for malaria, with a national training of trainers in early 2006. ATN (USAID Mali's *(continued on page 4)*

Photo: USAID/ATN



**HAPPY ANC SERVICE SEEKERS** — Pregnant mothers wait their turn for antenatal care at the Community Health Center in Diangounte Camara, a village in Kayes Region, Mali.

*(Continued from page 2)* — **The Director's Corner** for the Africa Bureau, Ms. Kate Almquist. Her visit, though brief, was long enough for us to travel outside the capital and observe the great work our partners are doing in Kati in the areas of democracy, communications, education, and health. I would like to thank MSI-PGP, CARE-Kénéya Ciwara, HKI-Radio Bèlèkan, Education Development Center, Charles Ceccadi Raynaud School, as well as our local government partners including the *Préfet* and Mayor of Kati and communities in Kalifabougou for their professionalism, commitment, and effective programming. This trip reflected positively on all our partners and activities in Mali, and I received a lot of positive feedback from our AA. Great work!!

On December 10<sup>th</sup>, the Coordinator for the President's Malaria Initiative (PMI), Admiral Tim Ziemer, arrived in Bamako to kick off the PMI in Mali. The launching was done in tandem with the largest integrated health campaign implemented in Mali by USAID and many donors and partners. We are very excited that this major initiative offered us a chance to start the PMI with a bang, and I thank all of the many groups that participated and contributed to this impressive and logistically complex program which will have a significant effect on Malian children's health.

The Economic Growth team has initiated a new and exciting partnership with the Academy for Educational Development to further develop the tourism sector with a focus on Dogon Country in the Mopti region. A recent three-day workshop was held involving diverse stakeholders including local government, NGOs and associations, tour operators and hoteliers, radio and communications representatives, the tour guides themselves, community leaders, and donors. The result was a robust discussion that identified common needs and priorities. These priorities will inform the overall design of activities, which ultimately will increase incomes through tourist dollars and improve the management of the environment.

Finally, after a long period of uncertainty, it is clear that we will soon say "*adieu*" to the USAID office building that has been our home for many years. We are anxiously awaiting our move to the New Embassy Compound, and anticipate January 14<sup>th</sup> as our date of arrival. We very much look forward to inviting our partners to visit us and become familiar with our new home.

Happy Holidays!  
**Alex Newton**

*(Continued from page 3) - Introducing Focused Ante-natal Care*

national bilateral health program) provided technical and financial assistance to the DSR for this activity which trained over 90 trainers who will eventually train local service providers in community health centers. This training was followed by regional trainings of health workers in eight of the nine regions of Mali.

In order to evaluate the progress made by this introduction, tools were elaborated in collaboration with numerous partners, including MAC/JHPIEGO (Malaria Action Coalition/ JHPIEGO) and ATN for evaluating the quality of care provided by health workers who had been trained in Focused Antenatal Care. The workshop brought together national and regional maternal health leaders.

Although many recommendations came out of the workshop, five primary strategies were retained on the national level to improve upon the existing focused antenatal care program. First, it was agreed that supervision is a necessary aspect of any program promoting behaviour change. Second, an orientation was held for national trainers with newly revised curriculum to prepare them to facilitate refresher trainings at the regional level. Third, due to the gap in infection prevention practices, training in infection prevention was carried out in 2007. Fourth, it was decided that the focused antenatal care training will be integrated into the curriculum for the prevention of mother to child transmission of HIV as the two tasks are interrelated. And finally, it was recommended that a dis-



**BREASTFEEDING IN ACTION** — A nurse trained in focused antenatal care gives a presentation on the proper positioning for breastfeeding at the referral health center in Diéma

trict be chosen as champion and celebrated for the quality of their work in antenatal care.

With these five strategies, and its dedicated partners, the government of Mali has set a clear course to succeed in the implementation of focused antenatal care to decrease maternal morbidity and mortality — *Laura Hurley, USAID/ATN.*

**USAID and CRS Respond to Flooding in Mali**

**DIEDOUGOU, Mali** — All roads to Diedougou pass through water. Travelers from Bamako and Ségou must wait for the single family-run ferry to cross the Bani River some 19 km before arriving in Diedougou. Although torrential rains and flooding affected more than 42,000 Malians in 2007, families in the isolated community of Diedougou were particularly hard hit. The rains washed away their fields and livestock while flooding soaked the base of mudbrick homes, causing them to collapse.



Photo: J. Denno

**A Flood victim receiving a bag of corn from a Malian official.**

The US Government, through USAID's Office of Foreign Disaster Assistance, responded to the Government of Mali's request for flood assis-

tance through a grant to Catholic Relief Services (CRS) and Caritas Mali to assist affected households in the communes of Diedougou and Bla (regions of Koulikoro and Ségou). USAID provided \$50,000 and CRS \$20,000. The Emergency Assistance to the Flood Affected Population project was based on two primary activities: 1) the distribution of food to flood-affected families and 2) school-related assistance to allow a normal start to the school year.

*(Continued on page 7)*

## Connecting Teacher Trainers to Modern Technology: USAID-sponsored Program Goes Above and Beyond

*“This one machine has almost everything we need”*

**BAMAKO, Mali** — “This one machine has almost everything we need!” “Before anyone has to teach teachers, they should be trained by FIER,” and “It’s incredible. No one ever showed us this before!” Such were some of the comments during a recent “technology for teacher training” seminar that the Teacher Training via Radio (TTvR) program staff hosted in eight of Mali’s twelve Teacher Training Institutes (IFMs).

Financed by USAID Mali since 2004, the Teacher Training via Radio (TTvR) project has worked intensively for the past three years with four institutes — Niono, Tominian, Nara, and Tombouctou — to create computerized “virtual training centers,” or VTCs. Each VTC is equipped with computers, printers, scanners, a video-camera, and a television. Institute professors and the teacher trainees can use the centers to prepare lesson plans, complete homework assignments, conduct research over the internet, and review recordings of their own classroom teaching.

In order to put these four VTCs in place, TTvR staff worked “from the ground up,” first identifying rooms that could be rehabilitated to house the computer learning centers, then overseeing the re-wiring of the buildings and the installation of the equipment, and finally offering trainings to assist institute staff and their students to use the computers, printers, scanners and video-cameras for pedagogical purposes. The results of these efforts in the four first centers speak for themselves; the TTvR mid-term evaluation showed that 91% of teachers in those IFMs could now use the computer (compared to 7% at baseline), that 41% of those IFM teachers were using the internet to add to their lesson plans (compared to 0% at baseline), and that 72% of students accessed the VTC

Photo: FIER



**Science and Math Teachers in Kayes preparing a lesson plan using information from Encarta.**

regularly either to conduct research, review tapes of classroom sessions, or complete homework. In addition, the mid-term evaluation determined that all four of the VTC centers could make enough money from internet time and/or printing charges to cover the recurrent costs of paper and maintenance.

Based on these successes, Mali’s Ministry of Education (now the Ministry of Basic Education, Literacy, and Non-formal Education) requested in the spring of 2007 that the TTvR program expand its training platform to reach the other eight IFMs not currently receiving USAID’s assistance in using technology. When TTvR staff explained that they had no financial possibility to assist the additional seven centers, the Ministry volunteered to provide the financing itself. Program and Ministry staff then worked together for three months to acquire all the necessary approvals for \$80,000 worth of Ministry-provided funding: a first in the history of Ministry and USAID collaboration in support of higher quality pre-service training.

Using this funding provided through the government of Mali, TTvR staff fanned out across the country in late August and early September, 2007 to offer the same trainings to the additional eight IFMs as had been offered in the first four. In Kayes, Kangaba, Sikasso, Bougouni, Gao, Koro, Sevare, and Dire, IFM teachers gathered for 14 days of instruction in the use of basic software (Microsoft Word, Excel, PowerPoint, etc.), research using Encarta, research using the internet, and micro-teaching using the video camera and televisions. A total of 245 teachers attended the trainings. Their reactions ranged from amazed to even frustrated; as one participant said, “I can’t believe that this hasn’t happened sooner; it is almost ludicrous in 2007 to think of yourself as a teacher if you can’t use a computer!” All participants hoped that the TTvR program would continue to support their work with technology; this remains to be negotiated with the Ministry of Education. —**Rebecca Rhodes, TTvR/FIER.**

# Sustainable Tourism on the Move in Mali

*“Conservation of the environment: an overwhelming winner”*

**BANDIAGARA, Mali** — A planning workshop was held from December 10 - 12 in Bandiagara, a city that is known at the “gateway” to Dogon country. Over 100 people took part in the “Whole System in a Room” process to help define what key issues surround tourism in the Dogon Country and what potentially can be done to help preserve the environment, make tourism more sustainable and keep more revenues in the villages in Dogon Country. There were 88 official participants at the beginning of the workshop and at the closing 66 remained. This was a workshop of Malians for Mali! There were 10 stakeholder groups including Local Administrations, Local Governments, Regional Governments, International Partners, Associations, NGOs, Village leaders, Tour Guides/Tour Operators, Hotel Managers and the media. The Global Sustainable Tourist Alliance (GSTA) is a program initiated in Washington and managed by the Academy of Educational Development. Ten common goals were agreed upon by all participants, all very closely linked to issues that emerged during the GSTA assessment conducted in October. The Peace Corps and the US Forest Service are joining USAID in working on sustainable tourism in Dogon Country.

Conservation of the environment was the overwhelming winner in terms of how many groups promoted that as their common goal. Everyone agreed to pursue, in the next ten years: Conservation of the



Photo: USAID

**Sustainable Tourism — One participant filling the flipchart during the workshop in Bandiagara**

Environment; Improvement of communications among the different tourism actors; Promotion, Diversification and Enhancement of the value of tourist products; Creation of an entity to coordinate activities within the sector; Development and Renovation of tourism sites and monuments; Improvement of legislation concerning tourism and better application; Conservation of the Cultural and Natural Patrimony; Improvement of livelihoods; Improvement of infrastructure in Dogon Country (roads, tracks, hotels,

lodging, etc.) and Professional Training.

Stakeholder groups elaborated and presented short-term and medium-term collaborative action plans (three months and three years). These plans will help the GSTA group outline exactly what the project will address in the coming three-year effort. The next steps for the program include finalization of the work plan with stakeholders and USAID Mali — *Jean Harman, USAID Mali.*

*(Continued from page 2) — USAID At the Forefront of Digital Radio in Mali!*

Mali), which gives them the opportunity to network, receive targeted training and build upon each other’s experience. Because of this strength in the Mali radio sector, USAID Mali supports this activity which has immediate impacts on the radio stations’ daily operation. Another factor that encouraged USAID to support the training program is the opportunity to collaborate with the FAFPA (*Fonds d’Appui à la Formation Professionnelle et à l’Apprentissage*) which is a national program aimed at improving on-the-job training and apprenticeship in a country

where human capacity building remains a high priority.

Among the 200 community radio stations operating in Mali, only a few have made the shift to digital production. Radio Kledu was the first one to modernize its operation and it is conducting workshops for some of its peers in order to transfer its knowledge, experience and technology, under joint funding from the FAFPA and USAID Mali. The workshop includes basic training in computer use, a course on digital radio software and a two-week internship in Radio Kledu and K2FM, in Bamako for participants to practice their new knowledge and share

the experience of professionals before returning to their respective radio stations and making the move to digital.

Last year, ten radio producers from five other radio stations received the same training: Radio Bèlèkan (Kati), Radio Dionakan in Koulikoro, Radio Jamakan in Markala, Radio KénéDougou in Sikasso and Radio Naata in Gao. All of them are now using the digital radio software to produce their programs and also trained their colleagues in its use. This has significantly improved the radio staff work quality and organization, including the number of broadcast hours per day. — *Martine Keita, USAID Mali.*

## World AIDS Day: USAID Gets Top Honors

*‘A powerful testimony of the strong partnership in the fight against AIDS’*

**BAMAKO, Mali** — World AIDS Day was celebrated in Mali on December 1, 2007. The launching of this year’s edition under the theme “Plea for Leadership” was chaired by the President of the Republic of Mali and attended by the Prime Minister, members of the Government, the Executive Secretary of the National High Council to Fight AIDS (HCNLS), and representatives of the donor community involved in the fight against HIV/AIDS.

The highlight of the event was the presentation by the President of Mali of the HCNLS-sponsored “Golden Ribbon” award to a number of organizations for their outstanding support to the Government of Mali to address HIV/AIDS. In addition to government agencies, media organs, civil society organizations and other stakeholders in the fight against HIV/AIDS, the USAID Mission in Mali received top honor along with some of its implementing partners, the Health Policy Initiative Project and Population Services International (PSI) for the good progress and the results achieved through their supports, resulting in a 0.4% decline in prevalence rate among the population from 1.7% in 2001 (DHS-M 3) to 1.3% in 2006 (DHS-M 4), which represents a 20% cut in the number of people affected by HIV.

USAID’s HIV/AIDS control program, which is implemented in partnership with the Government of Mali, focus mainly on sentinel surveillance of pregnant women through the Centers for Disease Control (CDC); integrated seroprevalence and behavior survey of at-risk groups through CDC; prevention, treatment and care, countrywide HIV seroprevalence survey among the general population during the Demographic and



**THANKS MR. PRESIDENT** — Jim Wright being presented the “Golden Ribbon” Award by President Amadou Toumani Touré of Mali on World AIDS Day.

Health Survey through USAID’s financial and technical support; advocacy and policy support for HIV response through the Health Policy Initiative; social marketing of condoms through PSI; prevention for at-risk groups and the general population through PSI; and promotion of quality voluntary testing and counseling centers, prevention and fight against stigmatization.

During the ceremony, the USAID Mali-funded Health Policy Initiative gave a passionate plea for strong leadership through a presentation on the AIDS Impact Model (AIM Model) and leadership which was widely acclaimed by the President and other attendees.

A major innovation this year was the timing of the event to coincide with the biannual “Free Airwaves Festival”. Organized by the Union of Free Radio and Television Stations (URTEL) since 1997 with the support of USAID and other development partners in Mali, this event also addressed the theme of the fight against HIV/AIDS while urging the use of radio as an awareness-raising and leadership tool in the fight against AIDS. This year’s commemoration of the World AIDS Day offered a powerful testimony of the strong partnership between the Government of Mali, the donor community, civil society organizations and the private sector in the fight against HIV/AIDS — *M. Dombia, USAID/Mali*.

*(Continued from page 4)* — USAID and CRS Respond to Flooding in Mali  
On October 17, 2007, families applauded the work of local leaders, Caritas, CRS, and USAID while waiting eagerly to receive their supplies of corn. The USAID grant meant that 683 children received school supplies and 230 families received a 220 pound bag of corn each. In most cases the school supplies, which included pens, pencils, notebook, erasers, and rulers among other items, covered a student’s material needs for the entire academic year. The corn ration given to families

lasted an average of two to three weeks, easing their burden after much of their food stocks had been ruined. Corn was chosen because it is the local staple cereal and locally purchased to stimulate the post-flood economy.

The USAID-funded Emergency Assistance to the Flood Affected Population allowed flood-affected children in Diedougou and Bla to start the school year with the same supplies as their classmates while also assuring several weeks of food assistance for their families — *Jennifer Denno/CRS Mali*.

# Accelerated Economic Growth (AEG) : Fine Tuning our Programs

*“We really did not want to reinvent the wheel”*



Photo: USAID

## READY FOR MARKET — Onion from Mali

**BAMAKO, Mali** — How to grow an economy, especially while reducing poverty, remains a perpetual challenge. Our office of economic growth, the “Accelerated Economic Growth Team” (AEG), took a hard look at our portfolio a couple of years ago. It gave us an opportunity to look at the good, the bad, and the ugly aspects of our work. We decided to look at lessons learned – not just in recent years but over the many years that some of our colleagues had worked. We decided not to exercise the final option-year of our contracts, and to combine the key attributes of the three contracts into one, those being finance, trade, and production of primarily agricultural products. We reviewed the various “new” strategies that had been written in the past five years and determined our intermediate results and basic objectives remained aligned with where we wanted to be...and, wow here we are!

When we began the process we had an incredible list of tangibles and intangibles we had to keep in mind. Some of

these included the fact that we are a designated Initiative to End Hunger in Africa (IEHA)-country and an African Growth and Competitive Initiative (AGCI) country. We were in a transitional year when the Operational Plan process was initiated; funds bounced up and down and changed flavors several times. Some of the key components we chose to keep or reintroduce into our new contract and grants included use of more local skilled technicians and fewer expatriates, focus on supporting and developing the research and rural development agencies and offices, use practical literacy wherever necessary to ensure sustainability when the programs closed – and to begin everything with a closeout plan. We really looked at the geography of the country – Mali is huge but has a lot of arable land and is promoting irrigated land farming. We decided to strengthen the work in the northern regions of Mali, continue in the southern region and lessen our work in the region of Ségou but continue to complement the work of the Millennium Challenge Corporation

and link the programs nationally where feasible. Two additional considerations for our programming included linking all of our partners to leverage and integrate what all of the programs were doing, and to focus on using existing people, programs, and technologies... we really did not want to reinvent the wheel! Over about a six-month period, we had a steady stream of mostly internal USAID experts come to Mali to give us input into “Options and Opportunities” in their particular areas of expertise.

The economic growth strategy focuses on reducing poverty and increasing incomes through an integrated set of interventions increasing agricultural productivity by incorporating improved agricultural technologies, adding value to agricultural goods, and developing markets – local, regional, and international. All activities are designed to help strengthen environmental stewardship. Our programming now includes one primary contract, two secondary cooperative agreements, and five additional smaller grants. A number of small but very important programs support our various partner ministries which include the Integrated Framework group for fostering trade in Mali through donor and program coordination for example, and the Comprehensive African Agriculture Development Program (CAADP) under the New Economic Program for Africa, for another.

**Abt Associates: Integrated Initiatives for Economic Growth in Mali** — Activities under this contract are designed to improve and intensify agriculture in key geographic areas in Mali and to develop and strengthen markets and finance necessary for this expansion using a value chain approach. Mangos, rice, potatoes, and horticultural products (specifically tomatoes and onions) are the key products, shea, cumin, anis, and shallots are secondary  
*(Continued on page 9)*

# AEG: Fine Tuning Our Programs (contd.)

*(Continued from page 8)*

products. However, we remain open to new and different opportunities and will continue to look for added value where possible.

**The Global Sustainable Tourism Alliance (GSTA)**, a program managed by the Academy for Educational Development, will target the Dogon Country in the Mopti region, working with communities to sustainably manage the environment and help to keep tourist dollars in the communities.

**Trickle-Up:** Small enterprise development program in the regions of Mopti, Timbuktu, Gao, and Kidal.

**CRSPs:** Three Collaborative Research Support Programs for fisheries/aquaculture, millet/sorghum, and livestock will work directly with the various research institutions or stations in Mali.

**Seed Sector Development:** Two programs, one regional and one national, will help to develop the seed sector in Mali, a long identified barrier to increased productivity. The West African Seed Alliance (from the USAID/WA Mission) and the Foundation Seed Unit (located in Bamako) jointly will increase access, quality and sustainable trade in



Photo: USAID

## MICRO FINANCE — Facilitating access to more financial resources

seed.

**Shea Parklands and nut transformation:** An integrated shea parklands management and shea product development program is partnering with Peace Corps supporting volunteers in community led management leading to better revenues for women selling shea butter.

**FIAS** – A small grant to the office of the Foreign Investment Advisory Service

will help coordinate a dynamic program for Mali in reducing its barriers to doing business. This will be an integrated donor program.

Each of these programs will stand alone, with natural links and all of the programs will directly and indirectly benefit from lowering barriers to doing business in Mali! — *Jean Harman, USAID/Mali.*

## Au revoir!

**Coumba Coulibaly** and **Dr. Shetty Raghuram** will long be remembered for serving the USAID Mali Mission for 25 and five years respectively in the Program and Financial Management offices and in the Economic Growth Team. Both of them retired last December.

**CONGRATULATIONS!**

## OBITUARY

On December 21, 2007, **Kellie Latrigue**, the Chief of Party of the Center for Disease Control (CDC) in Mali, which is a key partner for USAID Mali, was killed in a motor accident at the age of 41. While we mourn the passing of this valued partner, our thoughts and prayers are with Kellies' family and friends. We will miss Kellie greatly but will remember her always for her dedication at work. May her soul rest in everlasting peace.

*“Reducing poverty and accelerating economic growth through partnerships.”*

### Senior Staff and Team Leaders

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To learn more about who we are and what we do, visit our web site: <http://mali.usaid.gov>