

ICA 01664

ICA INTERNATIONAL Regional Office for Tel: (225) 214327
COOPERATIVE West Africa Fax: (225) 221521
ALLIANCE 01 B.P. 3969 Abidjan Gram/Cables: 'Interalia Abidjan'
Côte d'Ivoire Telex: 22629 ACIABJ-CI

[Handwritten signature]
15/11/1996

**DIAGNOSTIC ANALYSIS
OF THE COOPERATIVE MOVEMENT
IN THE REPUBLIC OF MALI**

334(593)
ICA

**DIAGNOSTIC ANALYSIS
OF THE COOPERATIVE MOVEMENT
IN THE REPUBLIC OF MALI**

The publication of this document was made possible thanks to the contribution of
The Royal Norwegian Society for Rural Development (NRD/NORCOOP)

Study carried out by the:
MINISTRY FOR RURAL DEVELOPMENT AND THE ENVIRONMENT
NATIONAL DIRECTORATE FOR COOPERATIVE ACTION
AND REGIONAL AND LOCAL DEVELOPMENT - August, 1994

FOREWORD

This document, a diagnostic study of the Malian cooperative movement is the fruit of collaboration between the ICA Regional Office for West Africa (ROWA) and the DNACCOOP-DRL.

The ICA/ROWA is particularly pleased with this collaborative effort which took place within the frame-work of our policy of providing support for the analysis of cooperative movements in West Africa in order to contribute towards the establishment of a climate favourable to the development of our member organizations.

This report does not claim to cover all the realities nor, indeed, all the problems faced by the Malian Cooperative Movement. It is purely an instrument for further reflection, a working tool that the DNACCOOP-DRL has placed at the disposal of all the partners involved in cooperative development work in Mali.

We hope that the future users of this report will find it helpful in their work.

Kibora Ada Souleymane,
ICA Regional Director
for West Africa

LIST OF ABBREVIATIONS

English	French	
GA	(AG)	: General Assembly
TCA	(ATC)	: Technical Cooperation Agent
VA	(VA)	: Village Association
NADB	(BNDA)	: National Agricultural Development Bank
BD	(CA)	: Board of Directors
CCA	(CAC)	: Centre for Cooperative Action
LDC	(CLD)	: Local Development Committee
MTDB	(CMDT)	: Malian Textile Development Board
RDC	(CRD)	: Regional Development Committee
SC	(CS)	: Supervisory Committee
VLB	(CVC)	: Village Loan Bank
DNACOOOP-DRL		: <i>Direction Nationale de l'Action Coopérative et du Développement Régional et Local</i> (National Directorate for Cooperative Action and Regional and Local Development)
DRACOOOP		: <i>Direction Régionale de l'Action Coopérative</i> (Regional Directorate for Cooperative Action)
RLDF	(FRDL)	: Regional and Local Development Fund
Obs		: Observations
IO	(OI)	: International Organization
NGO	(ONG)	: Non-Governmental Organization
CAS	(SAC)	: Cooperative Action Service
MRDS	(SMDR)	: Mutual Rural Development Society
VT	(TV)	: Village Ton
<u>Twin answers</u> (Réponses Jumelées)		: Two or three answers to the same question per survey

C O N T E N T S

<u>I - INTRODUCTION</u>	1
<u>II - PREPARATION OF REGIONAL SURVEY MISSIONS</u>	2
<u>III - PROGRESS OF REGIONAL MISSIONS</u>	7
3.1-TIMBUKTU, GAO AND KIDAL REGIONS	7
3.2-BAMAKO DISTRICT	7
3.3-OTHER REGIONS OF THE COUNTRY	7
3.4-MEETINGS OF CCA MANAGERS AT REGIONAL COOPERATIVE ACTION DIRECTORATES (DRACOOPS)	8
3.5-FIELD VISITS IN CIRCLES SELECTED	8
3.6-REPORT TO LOCAL AND REGIONAL AUTHORITIES	9
<u>IV - ANALYSIS OF QUESTIONNAIRES</u>	9
<u>V - INVENTORY OF FIXTURES</u>	11
5.1-MANAGERIAL/TRAINING STAFF	12
5.2-ORGANIZATIONS	19
5.3-LOGISTICAL MEANS AVAILABLE	23
5.4-IMMOVABLE (FIXED) ASSETS	26
<u>VI - RESULTS OF QUESTIONNAIRES AND THEIR INTERPRETATION</u>	33
6.1-VILLAGE COOPERATIVES AND VILLAGE TONS	33
6.1.1- COOPERATIVES	33
6.1.2- VILLAGE TONS	51
6.1.2.1- Mode of establishment	51
6.1.2.2- Fields of interest	52
6.1.2.3- Organization	53
6.1.2.4- Legal Frame-work	57
6.1.2.5- Functionality	58
6.1.2.6- Advantages and benefits of Village Tons	62
6.1.2.7- Sources, nature and forms of financing	63
6.1.2.8- Partnership	64
6.1.2.9- Investments	65
6.1.2.10- Appraisal of socio-economic environment and possible risks faced by Tons	67
6.1.2.11- Prospects of Village Tons as viewed by the subjects of the Survey	68
6.2-VILLAGE ASSOCIATIONS (VAs)	70
6.2.1- Business of VAs	70
6.2.2- Degree of organization of VAs	70
6.2.3- Various activities	74
6.2.4- Resource management and its impact	76
6.2.5- Partnership	77
6.2.6- Training	79

6.2.7-	Investments	80
6.2.8-	Problems and constraints	82
6.2.9-	Prospects	83

6.3-TRAINING PERSONNEL / MANAGERIAL STAFF 85

6.3.1-	Degree of information and communication	85
6.3.2-	Knowledge of the Cooperative Action Movement on the part of officials and agents	89
6.3.3-	Appreciation of Cooperative Action mission	92
6.3.4-	The managerial staff's degree of commitment	95
6.3.5-	Quality and quantity of means available	96
6.3.6-	Dynamism and impact of activities of managerial staff	97
6.3.7-	Results	98
6.3.8-	Difficulties	101
6.3.9-	Partnership	105
6.3.10-	Perception of the movement in areas surveyed	111
6.3.11-	Typology of cooperative organizations	112
6.3.12-	Constraints and prevailing socio-economic factors	113
6.3.13-	Prospects	114

6.4-LDC-RDC PARTNERS AND OTHERS 115

6.4.1-	LDC and RDC partners	115
6.4.1.1-	Perception of the Cooperative Movement	115
6.4.1.2-	Roles the Movement can play in its present form in the economic and social growth of the country	116
6.4.1.3-	Partners' degree of awareness and knowledge about the Movement's achievements	118
6.4.1.4-	Degree of collaboration with partners for the individual and collective welfare of the people	119
6.4.1.5-	Role(s) played by partners	120
6.4.1.6-	Future prospects of the Movement	122
6.4.2-	Other partners	123
6.4.2.1-	Awareness of Cooperative Movement	123
6.4.2.2-	Role(s) the Movement can play in its present form can play in the economic and social growth of the country	124
6.4.2.3-	Degree of awareness and real knowledge of the Movement's achievements	125
6.4.2.4-	Degree of collaboration with partners	125
6.4.2.5-	Roles played by partners	128
6.4.2.6-	Future prospects	129

VII - PROPOSALS AND SUGGESTIONS 140

VIII - CONCLUSION 136

APPENDICES : 19 PAGES 141

I - INTRODUCTION

The Malian Cooperative Movement has had to face many difficulties and problems, both before the events of March, 1991, after that date, and until today. The bitter truth is that the Movement has gradually decelerated at the present cooperative and pre-cooperative levels and the services provided by State training and managerial structures have weakened considerably. The reasons and causes for this state of affairs can be found in the cumulative effects of the international economic recession and ideological crisis and their disastrous impact on developing countries like Mali. The principal reasons and causes are, among others:

- * The State being obliged to withdraw from economic activities, whereas for more than thirty (30) years, the State played a role both upstream and downstream of these activities.
- * The emergence, within the civil society and since the institution of democracy and the market economy, of an increasing and ever-growing desire to take responsibility for oneself.

Having said this, both officials and agents of the Cooperative Action Service decided to launch a diagnostic analysis, organized and executed by themselves.

II - PREPARATION OF REGIONAL SURVEY MISSIONS

It took several months to prepare for the various missions. The task was allocated to a multi-disciplinary National Committee which included the Heads of Division and Resource Persons of the National Directorate.

The material and financial difficulties faced were enormous, reason enough to redefine the sizes of the Regional Teams, their duration in the field, as well as the number of survey tools used. The main objectives were:

- * To obtain a more precise idea of the constraints the Movement is facing, in all aspects and fields related to the various bodies involved, their leaders, their officials and State training and managerial agents.
- * To collect from the grassroots, as many suggestions as possible regarding solutions to various problems, and as much data and as many strategies as possible which are closer to the socio-economic realities of the market economy which, day by day, is becoming a characteristic feature of the State and its people in all sectors of development.
- * To redefine more objectively the tasks of the Cooperative Action Service within the new socio-economic context.
- * To propose a coherent, flexible and instantly applicable Plan of Action in order to ensure that the Malian Cooperative Movement is re-energized.

The difficulties and constraints of all kinds that the Movement has had to face, and which you will find continuously highlighted in this Report, called for the use of an appropriate methodology for the practical task of executing the surveys envisaged in order to achieve the above-mentioned objectives. Thus, the chosen methodology of diagnostic analysis on the basis of samples was considered the most relevant, in the absence of a thematic analysis in which at least all of the districts and fractions, all the circles, all the regions and the District of Bamako, as well as all the organizations within these localities would have had to be covered.

Defining the criteria which served as guidelines for the National Commission and the regional teams was not an easy task, for they had to identify:

- * three circles per region;

- * the districts (3 or 4) per circle; a minimum of forty-eight (48) cooperative and pre-cooperative organizations had to be visited or contacted, per region;
- * at least thirty (30) officials and agents had to be contacted within each of the circles chosen;
- * the Local Development Committees (LDCs) of the selected circles;
- * the Rural Economic Sub-Committees of the Regional Development Committees (RDCs);
- * the managers of Regional Cooperative Action Directorates and those of Cooperative Assistance Centres.

According to the time schedule fixed for the Regional Missions, field work was to be carried out within a period of 25 days:

- * four (4) days for technical meetings at regional level,
- * one (1) day for submitting a report to the Regional Development Committees,
- * fifteen (15) days in the districts or circles selected per region, i.e. five (5) days per circle, as follows: two (2) days at circle-level itself and three (3) days at district level,
- * five (5) days for travelling to-and-fro between the circles of a given region, and between these and Bamako for the National Representative responsible for the conduct and supervision of the surveys.

The objectives of this schedule were:

- * To definitely cover three (3) circles per region, i.e. twenty-four (24) circles altogether for the eight regions and six (6) communes in the Bamako District. Circles offering the largest number of geographic, economic and sociological criteria, as well as those fixed for cooperative and pre-cooperative organizations had to be chosen in order to make it possible to crosscheck the dominant characteristics of the region concerned;
- * To choose districts within these circles on the basis of the same criteria in order to identify the dominant characteristics of the circle. Sixty-seven (67) to ninety-six (96) districts as well as the six (6) communes of Bamako District had to be contacted;
- * To contact or visit four hundred and twenty (420) different organizations, i.e. forty-eight (48) per region or sixteen (16) per circle, broken-down as follows:

- functional Cooperatives 2
- non-functional Cooperatives 3
- functional Village Tons 3
- non-functional Village Tons 2
- functional Village Associations 3
- non-functional Village Associations..... 3

* To interview two (2) cooperative leaders or cooperators at the level of each organization on the basis of their particular questionnaire. Around ninety-six (96) cooperators and leaders had to be contacted and interviewed per region within the circles selected alone, i.e.:

- Functional Cooperatives 2 X 2 X 3 = 12
- Non-functional Cooperatives 2 X 3 X 3 = 18
- Functional Village Tons 2 X 2 X 3 = 12
- Non-functional Village Tons 2 X 3 X 3 = 18
- Functional Village Associations 2 X 3 X 3 = 18
- Non-functional Village Associations.... 2 X 3 X 3 = 18

* To carry out the survey at the level of target groups, of an estimated minimum of thirty (30) people per circle, i.e. eighty (80) people per region:

- Technical Cooperation Agents (TCAs)... 10 X 3 = 30
- Regular LDC members 10 X 3 = 30
- Regular CRD/Rural Economy
Sub-Committee members 5 X 1 = 5
- Other partners (NGOs, IOs, etc.) 5 X 3 = 15

The special case of the Bamako district was dealt with in the following manner:

- * To cover the six (6) communes;
- * To make two (2) separate groups of cooperatives - the more numerous Consumer Cooperatives (62) and Miscellaneous Cooperatives, customarily called Specialized Cooperatives, which numbered around thirty.

Three (3) organizations per commune, at the rate of two (2) Consumer Cooperatives and one Specialized Cooperative, i.e. a total of eighteen (18) structures was selected in order to be in conformity with the sampling done in the other regions. In other words, a minimum of forty-eight (48) cooperators and cooperative leaders had to be contacted and interviewed in the Bamako district, in the following organizations:

- * Functional consumer cooperatives 2 X 1 X 6 = 12
- * Non-functional consumer cooperatives 2 X 1 X 6 = 12
- * Specialized cooperatives 2 X 1 X 6 = 12

The methodology thus defined was to have allowed us to contact 420 organizations - 1,496 target persons - in the 8 regions and 6 communes of the Bamako District, as follows:

a)- Regarding the number of organizations:

- * Functional cooperatives: 2 X 3 X 8 + 18 = 66
- * Non-functional cooperatives : 3 X 3 X 8 + 18 = 90
- * Functional Village Tons : 2 X 3 X 8 = 48
- * Non-functional Village Tons: 3 X 3 X 8 = 72
- * Functional Village Associations : .. 3 X 3 X 8 = 72
- * Non-functional Village Associations: 3 X 3 X 8 = 72

b)- Regarding the minimum number of persons to be contacted for the various questionnaires:

- * Various cooperatives 2 X 156 = 312
- * Village Tons 2 X 120 = 240
- * Village Associations 2 X 144 = 288
- * Technical Cooperation Agents 30 X 8 = 240
- * Local Development Committees 30 X 8 = 240
- * Regional Development Committees 5 X 8 = 40
- * Other partners (NGOs, IOs, etc.) 5 X 8 = 40
- * Leaders and others (Bamako District) = 96

Success in achieving the objectives outlined depended on the final choice of a participatory survey with the help of a number of working tools like:

- * the time schedule which had to be followed strictly at each of its various stages, given the numerous and unending material, financial and other problems which will be highlighted further on. The most important tools were:
 - + contacts to be made with regional and local authorities, officials of the Regional Directorates of Cooperative Action (DRACOOB), CCA managers and LDC and RDC members, for the study and application of criteria for evaluating district circles and the organizations to be visited within these circles, in the context of the methodology adopted and bearing in mind the final objectives;
 - + field surveys covering 15 consecutive days;
 - + summary releases to be submitted to the various LDCs and RDCs by the regional teams;

- + a set of 4 drawings enabling us to demarcate the various areas within a region under the following headings:
 - list of organizations;
 - list of personnel/staff members;
 - list of logistical means available;
 - and list of projects and other goods owned by the movement concerned.

- * a collection of evaluation criteria for functional and non-functional organizations to be given to each national representative,
 - + four kinds of questionnaires to be filled in anonymously, as follows:
 - + one questionnaire for cooperatives and Village Tons,
 - + one questionnaire for VAs (village associations),
 - + one questionnaire for the movement's officials and State managerial/training agents,
 - + one questionnaire for partners and LDC and RDC members;

- * finally, the terms of reference, whose contents formed the very basis of the entire scenario as described in the preceding pages, and the final overall objectives to be met through the diagnostic analysis of the Cooperative Movement in Mali.

III - PROGRESS OF REGIONAL MISSIONS:

3.1 - TIMBUKTU, GAO AND KIDAL REGIONS :

The lack of safety in the region of Northern Mali forced us to proceed with a geographical re-sizing of the areas to be surveyed. That is why only the circles located along the Niger river were selected, as follows:

- a) TIMBUKTU : The Timbuktu and Diré circles, i.e. two circles instead of the original three envisaged.
- b) GAO : Just the Gao circle was selected from the three originally thought of.
- c) KIDAL : The Kidal circle alone was retained.

However, the five (5) CCA managers of the Gao and Kidal circles were present at the Gao meeting, Gao being the only meeting centre.

Aid in the form of fuel given by development partners enabled CCA managers to return to their respective circles with questionnaires they then proceeded to fill up and submit to the national representative.

3.2 - BAMAKO DISTRICT

It contains the largest number of consumer and specialized cooperatives as compared with the eight (8) other regions. However, there is no Village Ton or Village Association here, which is why the six (6) communes were all selected, with three (3) cooperatives per commune, i.e. a total of eighteen (18) different cooperatives to be visited.

Since the district is also the country's capital city, more than 2,469 associations are registered here, of which 1,554 (political, local development associations, NGOs, Mutuels, etc...) have their registered offices here and therefore constitute a special case in the context of the analysis of the difficulties and constraints of the Malian Cooperative Movement.

3.2 - OTHER REGIONS OF THE COUNTRY

- * Mopti region : the Bandiagara, Koro and Mopti circles were selected in conformity with the principal requirements of the initial national programme.
- * Ségou region : the Baraouli, San and Niono circles were selected for the same reasons.
- * Sikasso region : Kadiolo Koutiala and Yanfolila were selected. Kadi

- * Koulikoro region : the Kolokani, Kati and Dioila circles were selected.
- * Kayes region : the Kayes, Yélimané and Kita circles were selected.

The sample-based survey thus covered 25 of the 47 circles existing in the country, in addition to the six (6) communes of Bamako District.

Field activities basically comprised of getting in touch with the organizations and persons concerned, interviews, obtaining written answers to the contents of the four different types of questionnaires and filling in the four technical and statistical Tables to be used for the evaluation of the information gathered regarding dealing with problems related to the areas in which the Cooperative Movement was located. The following stages would ease the task of meeting data collection needs and those related to various analogous technical, scientific and sociological data as well as to information necessary for achieving the objectives outlined in the preceding pages.

3.4 - MEETINGS OF OFFICIALS AND CCA MANAGERS AT REGIONAL DIRECTORATES FOR COOPERATIVE ACTION (DRACOOPS)

These meetings were held with the following aims in mind:

- * to define as clearly as possible the need and importance of the data to be collected by the regional diagnostic analysis teams;
- * with the information collected, to prepare a report of the prevailing conditions in the regional and local cooperative movement;
- * to proceed, as objectively as possible, to choose the three (3) circles to be selected for field surveys, by identifying appropriate selection criteria;
- * to determine the choice of indispensable partners who had to be contacted, while bearing in mind the time factor (5 days per circle for all tasks);
- * to decide on the precise dates for the various circles' LDC Board Meetings and for the RDC's Rural Economy Sub-Committee members;
- * finally, to fill in the replies to the questionnaire aimed at the managerial staff.

3.5 - FIELD VISITS IN CIRCLES SELECTED :

The aims were :

* drafting of final report: from 2nd to 13th May, 1994, i.e. two (2) weeks of 5 working days each.

In fact, finally, 985 questionnaires were selected to be analyzed, containing 25,345 questions, of which 8,973 were open questions, 10,077 closed questions and 6,295 semi-closed questions.

The following Synoptic Table shows the national-level results obtained and achieved on the basis of various elements described in the column bearing the heading "designation".

No.	DESIGNATIONS	OBJECTIVES FIXED	OBJECTIVES ACHIEVED	GAP	OBSERVATIONS
I	<u>I.F.</u>	100%	100%	0%	
1-1	L.F.A.	47	47	0	
1-2	L.L.M.A.	47	47	0	
1-3	L.O.	47	47	0	
1-4	L.P.	47	47	0	
1-5	R.S.	8	8	0	
1-6	S.T.	193	198	0	
II	<u>S.O.S.</u>	100%	57.38%	42.62%	Timbuktu, Gao,
2-1	COOP.	156	98	-58	Kidal,
2-2	V.T.	120	59	-61	Kayes,
2-3	V.A.	144	84	-60	Sikasso, Mopti
2-4	S.T.	420	241	-179	
III	<u>QUEST</u>	100%	66.02%	33.98%	
3-1	Managmt.	332	297	-35	DNACCOOP,
3-2	COOP.	312	184	-128	Timbuktu, Gao
3-3	V.T.	240	92	-148	Kidal,
3-4	V.A.	288	141	-147	Kayes,
3-5	L.D.C.P.	240	172	-68	Sikasso, Mopti.
3-6	R.D.C.P.	40	67	+27	-534
3-7	O.P.	40	32	-8	+027
3-8	S.T.	1,492	985	-507	-507
IV	O.T.	2,105	1,419	-686	
		100%	67.41%	32.59%	

KEY:

I.F. : Inventory of Fixtures
L.F.A. : List of Fixed Assets
L.L.M.A. : List of Logistical means available
L.O. : List of organizations
L.P. : List of Personnel
R.S. : Regional Summary

S.T. : Sub-Total
S.O.S. : Situation of organizations surveyed
COOP : Cooperatives
V.T. : Village Tons
V.A. : Village Associations
QUEST : Questionnaires
L.D.C.P. : Local Development Committee Partners
R.D.C.P. : Regional Development Committee Partners
O.P. : Other Partners
O.T. : Overall Total

The gaps between the programme objectives and the objectives achieved as revealed through the survey, in relation to the organizations and questionnaires, are basically due to the reduction in the number of circles in the Timbuktu, Gao and Kidal regions (4 circles instead of 9) and the isolation of the Kayes region; in addition, thirty-five (35) questionnaires were not returned by the persons they were sent to. The surplus in the number of RDC questionnaires is due to the fact that there were more than eleven (11) elements within the Rural Economy Sub-Committees and some had delegated more than five (5) people for the task.

These basic statistical elements of the analysis led us to conclude that an analytical and synthetical interpretation of the contents of the working tools was achieved in the following cases:

- * 100% for Tables concerning the inventory of fixtures of the Malian Cooperative Movement;
- * 57.38% in the case of the list of organizations;
- * 66.02% in the case of the questionnaires;
- * 67.41% overall in the case of the working tools used.

Thus, the sampling process was quite successful in spite of all the difficulties encountered and repeatedly highlighted in this document.

V - INVENTORY OF FIXTURES

The size of the country, with, on the one hand, eight (8) regions and one District, 52 circles, 280 small internal districts and fractions and, on the other, a period of only 15 days within which the regional teams had to carry out the survey, did not allow for an exhaustive study of all the factors which go into an assessment of the inventories of fixtures of the Malian Cooperative Movement.

The following Tables concerning managerial staff, organizations, logistical means available and fixed assets make it possible to deal with this chapter in quite an effective manner.

REGIONS	Men	Women	Total	FUNCTION			MEMBERS IN MEETINGS			
				A	B	C	A	B	C	D
IV- SEGOU										
1-DRA-COOP	23	11	34	8	5	3	1	2	15	-
2-Ségou	15	8	23	1	-	2	-	13	7	1
3-Bla	8	2	10	2	2	-	3	1	2	1
4-Tominian	10	1	11	1	-	-	2	6	-	-
5-Say	13	2	15	1	1	1	2	-	6	4
6-Baraouli	9	1	10	-	-	1	-	7	1	1
7-Niono	11	4	15	1	-	1	-	5	6	2
8-Macina	9	2	11	1	2	1	-	4	2	1
SUB-TOTAL	98	31	129	15	10	26	8	18	25	9
V-MOPTI										
1-DRA-COOP	22	4	26	5	7	1	-	5	5	3
2-Mopti	15	13	28	1	1	-	-	12	12	1
3-Bankass	12	6	18	1	-	-	1	7	8	1
4-Djéné	11	6	17	-	-	-	1	2	13	1
5-Douentza	10	6	16	-	1	-	1	1	12	1
6-Tenenkou	12	7	19	1	1	-	2	7	7	1
7-Youwarou	17	8	19	-	1	1	-	1	15	1
8-Bandiagara	13	8	21	1	-	1	1	9	8	1
9-Koro	13	12	25	-	1	-	1	10	12	1
SUB-TOTAL	119	70	189	9	13	3	7	54	92	11
VI-TIMBUKTU										
1-DRA-COOP	9	-	-	2	3	-	3	-	-	2
2-Timbuktu	14	2	14	-	2	-	4	2	7	4
3-Diré	10	2	7	-	-	6	-	-	11	1
4-Niafunké	12	0	13	-	3	-	4	3	5	-
5-Rharous	7	1	8	1	-	-	3	2	4	-
6-Gaoundam	11	3	18	-	2	-	5	-	5	-
SUB-TOTAL	64	20	84	3	10	6	19	7	32	7

REGIONS	Men	Women	Total	FUNCTION				MEMBERS IN MEETINGS			
				A	B	C	: A	B	C	D	
VII- GAO/KIDAL											
1-DRA-COOP	33	4	37	10	5	9	-	3	3		7
2-Gao	8	10	18	-	2	1	-	2	2		11
3-Kidal	5	3	8	-	1	-	-	2	2		3
4-Ansongo	10	4	14	-	1	1	-	3	3		6
5-Bourem	7	3	10	1	-	1	-	1	2		5
6-Menaka	6	1	7	1	-	-	-	-	4		2
SUB-TOTAL	69	25	94	12	9	12	-	11	16		34
VIII-BAMAKO DISTRICT											
DRA-COOP	10	11	21	3	1	13	-	-	3		1
IX-DNACCOOP /DRL											
OVERALL TOTAL	602	216		63	63	85	55	179	297		76

TABLE : LIST OF MANAGEMENT STAFF (CONT'D)

REGIONS CIRCLES	PROFESSIONAL QUALIFICATIONS											Obs	
	Eng	Teach	ST	II	Act	PS	S	CH	Ord	Grd	Oth		
I- KAYES													
1-DRACCOOP	-	-	-	-	-	-	-	-	-	-	-	-	
2-Kayes	-	-	4	-	2	-	1	-	-	-	1	6	NP
3-Kéniéba	1	-	-	-	1	-	1	1	1	-	-	2	
4-Bafoulabé	1	-	-	1	1	-	1	1	1	1	1	6	
5-Yelimané	1	-	-	-	1	1	-	1	1	-	-	3	
6-Kita	1	-	1	-	4	-	3	1	1	-	1	6	NP
7-Nioro	-	-	-	-	-	-	-	-	-	-	-	-	
8-Diéma	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	4	-	5	1	9	1	6	4	4	-	3	23	
II-KOULIKORO													
1-DRA-COOP	4	-	4	-	2	-	2	2	1	1	-	8	
2-Banamba	-	-	1	-	3	-	1	-	1	-	-	5	
3-Dioïla	1	-	-	-	4	-	1	1	1	-	-	6	
4-Kangaba	1	-	1	-	3	-	1	1	1	-	-	4	
5-Kati	-	-	-	-	10	-	6	2	1	-	-	13	
6-Kolokani	-	-	1	-	3	-	1	-	-	1	-	5	
7-Koulikoro	1	-	-	-	5	-	1	1	1	-	-	7	
8-Nara	-	-	1	-	3	-	1	1	1	-	-	3	
SUB-TOTAL	7	-	8	-	33	-	14	8	7	2	-	51	
III-SIKASSO													
1-DRA-COOP	2	1	-	1	4	-	31	1	3	1	-	7	
2-Sikasso	1	-	-	1	1	-	2	1	1	-	-	11	
3-Koutiala	-	-	-	-	-	-	2	1	1	1	-	9	
4-Bougouni	-	-	3	1	2	-	3	-	1	-	-	10	
5-Kadiolo	1	-	-	-	1	-	1	-	1	-	-	4	
6-Kolondiéba	-	1	-	-	2	-	-	-	1	-	-	2	
7-Yanfolila	1	-	-	-	1	-	1	-	1	-	-	9	
8-Yorosso	-	-	-	-	1	-	1	1	1	-	-	5	
SUB-TOTAL	5	2	3	3	12	-	13	4	10	2	-	57	

REGIONS CIRCLES	PROFESSIONAL QUALIFICATIONS										Obs
	Eng	Teach	ST	TI	Act	PS	S	CH	Ord	Grd	Oth
IV- SEGOU											
1-DRA-COOP	8	-	2	-	6	-	8	2	1	2	5
2-Ségou	1	-	-	-	10	-	5	1	1	-	5
3-Bla	1	-	1	1	1	-	1	1	-	-	4
4-Tominian	1	-	-	-	3	-	1	1	1	-	4
5-Say	1	-	-	1	2	-	1	1	1	-	2
6-Baraouli	-	-	-	-	7	-	1	1	1	-	-
7-Niono	1	-	-	-	4	-	3	1	1	-	5
8-Macina	1	-	1	-	4	-	1	1	1	1	1
SUB-TOTAL	14	-	4	2	37	-	21	9	7	3	32
V-MOPTI											
1-DRA-COOP	4	-	7	1	1	-	3	3	1	-	6
2-Mopti	1	-	-	-	2	-	1	1	-	-	23
3-Bankass	1	-	-	-	1	-	1	1	1	-	13
4-Djéné	-	-	-	-	3	-	1	-	1	-	12
5-Douentza	-	-	-	-	1	-	1	1	-	-	13
6-Tenenkou	1	-	-	-	2	-	1	1	-	-	14
7-Youwarou	1	-	-	-	1	-	1	1	-	-	15
8-Bandiagara	1	-	-	-	1	-	-	1	-	-	18
9-Koro	1	-	-	-	2	-	1	1	1	-	19
SUB-TOTAL	10	-	7	1	14	-	10	10	4	-	133
VI-TIMBUKTU											
1-DRA-COOP	2	-	-	-	1	1	1	1	-	1	3
2-Timbuktu	-	-	2	-	1	-	1	1	1	-	13
3-Diré	-	6	-	-	1	1	-	1	1	-	8
4-Niafunké	-	-	3	-	2	-	-	-	1	-	9
5-Rharous	1	-	-	-	1	-	-	-	1	-	7
6-Gaoundam	-	-	2	-	1	-	-	-	1	-	8
SUB-TOTAL	3	6	7	1	7	2	2	3	5	1	48

REGIONS CIRCLES	PROFESSIONAL QUALIFICATIONS										Obs
	Eng	Teach	ST	TI	Act	PS	S	CH	Ord	Grd	Oth
VII- GAO/KIDAL											
1-DRA-COOP	5	3	5	1	2	2	-	6	1	1	11
2-Gao	-	-	1	-	1	-	-	-	1	-	15
3-Kidal	-	-	1	-	1	-	-	-	-	-	6
4-Ansongo	-	-	1	-	1	-	-	-	-	-	12
5-Bourem	-	-	-	-	1	-	-	-	1	-	7
6-Menaka	-	-	-	-	1	-	-	1	-	-	4
SUB-TOTAL	7	3	8	1	7	-	-	7	3	1	55
VIII-BAMAKO DISTRICT											
DRA-COOP	3	-	-	-	2	-	1	1	1	-	13
IX-DNACCOOP /DRL											
OVERALL TOTAL	53	11	42	7	121	5	67	47	41	12	412

NB: Eng: Engineer; Teach: Teacher; ST: Senior Technician; TI: Tax Inspector; Act: Accountant; PS: Personal Secretary; S: Secretary; CH: Chauffeur; Ord: Orderly; Grd: Guard; Oth: Others

Between 1960 and 1968 it consisted mainly of members. From 1968 on, the first few officials were posted to the Cooperative Action department.

Now, thirty (30) years later, the staff is made up of agents and officials from a variety of fields, who, through a series of training programmes, have managed to transform themselves into cooperation agents. The deep-rooted changes that took place in Cooperative Action were to have a phenomenal influence on the future of the entire system.

The State's managerial and training structure comprises of a National Directorate (DNACCOOP), nine (9) Regional Directorates (DRACCOOP), fifty-two (52) Cooperative Movement Assistance Centres (CCA) and two hundred and eighty (280) Cooperative Action Services (CAS) at grassroots level.

This structure employs two hundred and sixty seven (267) officials and five hundred and eighty one (581) member agents.

5.2 - Organizations:

LIST OF ORGANIZATIONS

C.C.A. REGIONS	COOPERATIVES						VILLAGE GROUPS						Total	Obs		
	1	2	3	4	5	6	LU/ RU	N U	0	:	VA	VT			VCB	A :
I- KAYES																
1-Bafoulabé	5	-	-	3	1	-	-	-	2	:	27	-	6	-	44	URC
2-Diéma	-	-	1	1	-	-	-	-	-	:	19	1	-	-	22	AK
3-Kayes	7	2	5	23	2	-	1	-	2	:	105	8	-	-	155	CVC/ CIDK
4-Kéniéba	2	1	-	-	3	-	-	-	-	:	10	2	6	-	24	CIDK
5-Kita	3	-	-	2	-	-	-	-	-	:	24	18	-	-	47	KFW
6-Nioro	1	1	3	2	1	-	-	-	-	:	17	2	-	-	27	
7-Yelimané	8	-	-	2	-	-	-	-	-	:	13	6	-	-	29	
SUB-TOTAL	26	4	9	33	7	-	1	-	4	:	215	37	12	-	348	
II-KOULIKORO																
1-Banamba	1	-	4	2	1	2	-	-	-	:	34	4	-	-	48	
2-Dioila	5	1	3	3	1	-	-	-	5	:	19	14	-	-	51	
3-Kangaba	2	-	1	-	-	-	-	-	2	:	22	5	-	-	32	
4-Kati	10	1	6	10	1	-	-	-	8	:	6	56	-	-	98	
5-Kolokani	1	1	3	1	1	-	-	-	2	:	13	2	-	-	24	
6-Koulikoro	7	1	3	6	3	-	-	-	2	:	18	15	-	-	55	
7-Nara	1	-	1	-	1	-	-	-	1	:	20	7	-	-	31	
SUB-TOTAL	27	4	21	22	8	2	-	-	20	:	132	103	-	-	339	
III-SIKASSO																
1-Sikasso	7	1	2	5	2	-	-	-	5	:	426	6	-	-	454	
2-Koutiala	1	1	3	3	6	1	-	-	4	:	282	20	12	5	338	
3-Yorosso	-	-	1	-	4	-	-	-	-	:	69	26	3	-	103	
4-Bougouni	1	1	1	2	-	-	-	-	1	:	105	33	2	-	146	
5-Yanfolila	1	-	1	7	-	-	-	-	2	:	16	13	5	-	45	
6-Kolondiéba	3	-	4	-	-	1	-	-	-	:	61	19	-	-	88	
7-Kadiolo	1	1	2	3	-	-	-	-	1	:	13	24	-	-	45	
SUB-TOTAL	14	4	14	20	12	2	-	-	13	:	972	114	22	5	1219	

C.C.A. REGIONS	COOPERATIVES						VILLAGE GROUPS				Total	Obs			
	1	2	3	4	5	6	LU/ RU	N U	0	:			VA	VT	VCB
IV- SEGOU															
1-Ségou	6	4	10	13	5	5	-	-	5		37	14	-	-	99
2-Bla	1	1	2	-	-	-	-	-	1		27	7	1	-	40
3-Tominian	1	5	-	-	-	-	-	-	-		45	9	-	-	60
4-Say	1	1	1	2	1	-	-	-	2		78	5	-	-	91
5-Baraouli	2	1	4	1	-	2	-	-	3		63	4	-	-	80
6-Niono	4	1	2	1	-	1	-	-	3		127	10	-	-	139
7-Macina	1	-	1	3	1	-	-	-	-		82	4	-	-	92
SUB-TOTAL	16	13	20	20	7	8	-	-	14		459	43	1	-	607
V-MOPTI															
1-Mopti	5	3	10	4	-	1	-	-	2		28	9	9	-	71
2-Bankass	2	-	2	1	-	1	-	-	-		26	11	-	-	43
3-Djéné	2	-	6	3	-	1	-	-	2		4	40	-	6	64
4-Douentza	3	-	2	2	-	1	-	-	1		52	2	-	6	69
5-Tenenkou	2	-	5	1	-	-	-	-	1		20	9	-	6	44
6-Youwarou	-	-	-	-	-	-	-	-	2		3	9	-	6	20
7-Bandiagara	2	1	1	1	-	-	-	-	1		23	9	1	-	39
8-Koro	1	1	-	-	1	-	-	-	-		-	34	-	-	37
SUB-TOTAL	17	5	26	12	1	4	-	-	9		156	123	10	24	387
VI-TIMBUKTU															
1-Diré	3	1	-	5	-	1	1	-	-		30	3	-	-	44
2-Timbuktu	1	-	10	5	-	2	-	-	2		205	-	-	-	225
3-Niafunké	1	-	2	3	-	-	-	-	3		39	3	-	-	51
4-Rharous	1	-	3	4	-	3	-	-	3		25	4	-	-	43
5-Gaoundam	1	1	3	4	-	3	-	-	-		42	-	-	-	54
SUB-TOTAL	7	2	18	21	-	9	1	-	8		341	10	-	-	417

C.C.A. REGIONS	COOPERATIVES						VILLAGE GROUPS				Total	Obs			
	1	2	3	4	5	6	LU/ RU	N U	0	:			VA	VT	VCB
VII- GAO/KIDAL															
1-Gao	9	2	2	-	-	3	-	-	-		40	1	-	12	69
2-Ansongo	3	-	3	-	-	-	-	-	-		14	-	-	7	27
3-Bourem	1	-	2	1	-	-	-	-	-		21	-	-	23	48
4-Menaka	2	-	4	-	-	1	-	-	1		8	-	-	22	38
5-Kidal	3	-	14	-	-	5	-	-	-		-	-	-	9	31
SUB-TOTAL	18	2	25	1	-	9	-	-	1		83	1	-	73	213
VIII-BAMAKO DISTRICT															
1-CommuneI	11	-	-	5	-	3	2	-	-		-	-	-	-	21
2-CommuneII	12	-	-	13	-	6	-	-	-		-	-	-	-	31
3-CommuneIII	15	2	-	3	1	7	-	-	3		-	-	-	-	31
4-CommuneIV	5	-	-	1	-	4	-	-	2		-	-	-	-	12
5-CommuneV	5	-	-	6	-	3	-	-	-		-	-	-	-	14
6-CommuneVI	5	1	-	6	-	3	-	-	-		-	-	-	-	15
SUB-TOTAL	53	3	-	34	1	26	2	-	5		-	-	-	-	124
IX-DNA- COOP/DRL															
UNCRM	-	-	-	-	-	-	-	-	1		-	-	-	-	-
UNCPM	-	-	-	-	-	-	-	-	1		-	-	-	-	-
SUB-TOTAL	-	-	-	-	-	-	-	-	2		-	-	-	-	2
OVERALL TOTAL	178	37	133	163	36	60	4	2	79		2358	459	45	102	3650

1 = Consumers; 2 = Transporters; 3 = Cattle-breeders;
4 = Agricultural producers; 5 = Services; 6 = Handicrafts;
LU/RU = Local/Regional Union; NU = National Union; 0 = Others;
VA = Village Associations; VCB = Village Credit Bank;
Obs = Observers

The 10th June, 1988 Act No.88-62/AN-RM, regulating the Cooperative Movement in the Republic of Mali, stipulates in Article 1, Para 1 of Chapter I, that the following are considered Cooperative Organizations:

- * Cooperatives;
- * Village Tons;
- * the Cooperative or Village Ton Union;
- * the National Federation of the Cooperative Movement.

However, according to Article 59, Title III, Chapter II, Village Associations (VA) are qualified as pre-cooperative organizations whose aim is to be transformed into Village Tons (VT). Thus, the 3,656 organizations listed are:

- * Various cooperatives 692;
- * Regional or National
Cooperative Unions 6;
- * Village Tons 459;
- * Village Associations 2,358.

Of this list, 77.37% organizations developed in the rural areas and 22.64% comprise of different types of cooperatives or cooperative unions. These organizations only touch the lives of 2 to 3% of the population and only 16% of the 10,000 or so villages and fractions of Mali. One can see that these figures are lamentably low, even insignificant, after 33 years of sovereignty. What is more, more than 80% of the organizations are barely operational - which is another tangible indication of the fact that the intelligentsia of the country does not have a very positive image of Cooperative Action Services.

5.3 - Logistical means available :

LIST OF LOGISTICAL MEANS AVAILABLE

REGIONS CIRCLES	V	C	M	VL	A	T	FIN.	:	STATE			RENEWED		OBS	
									1	2	3	:	P		4
I- KAYES															
1-DRACOOB															NGO/ LDC
2-Bafoulabé	1	-	8	-	-	9	NGO	5	-	4	3	5	4		
3-Diéma	1	-	-	-	-	1	CCA	-	-	1	3	1	-		
4-Kayes	1	-	1	-	-	2	RLDT	-	2	-	-	2	-		
5-Keniéba	-	-	1	-	-	1	RLDT	-	1	-	-	-	1		
6-Kita	1	-	11	-	-	12	ILO	12	-	-	3	9	3		
7-Nioro	1	-	-	-	-	1	CCA	-	-	1	3	-	1		
8-Yelimané	1	-	-	-	-	2	RLDT	2	-	-	3	-	2		
SUB-TOTAL	6	-	22	-	-	28	-	19	3	6	3	17	11		
II-KOULIKORO															
1-DRA-COOP	1	-	1	-	-	2	NGO	-	2	-	3	2	-		
2-Banamba	-	-	11	-	-	11	NGO	6	3	2	3	11	-		
3-Dioila	1	-	10	-	-	11	ILO	7	4	-	3	3	8		
4-Kangaba	1	-	8	-	-	9	ILO	1	8	-	3	6	3		
5-Kati	1	-	-	-	-	1	CCA	-	-	1	3	1	-		
6-Kolokani	-	-	6	-	-	6	NGO	1	1	4	3	5	1		
7-Koulikoro	1	-	4	-	-	5	ILO	4	1	-	3	1	4		
8-Nara	-	-	5	-	-	5	MOV	-	5	-	3	5	-		
SUB-TOTAL	5	-	45	-	-	50	-	19	24	7	3	34	16		
III-SIKASSO															
1-DRA-COOP	1	-	-	-	-	1	CCA	1	-	-	4	1	-	1985	
2-Sikasso	1	-	-	-	-	1	CCA	-	-	1	4	-	1	1985	
3-Koutiala	1	-	-	-	-	1	CCA	-	-	1	4	-	1	1985	
4-Bougouni	2	-	7	-	-	9	ILO	4	5	-	3	5	4	ILO/	
5-Kadiolo	1	-	3	-	-	4	CCA	-	4	-	4	4	-	CCA	
6-Kolondiéba	1	-	1	-	-	2	CCA	-	2	-	4	2	-	CCA/	
7-Yanfolila	1	-	-	-	-	1	CCA	-	-	1	3	1	-	NGO	
8-Yorosso	1	-	26	-	-	27	POP	26	-	1	3	6	21		
														24	
														VT &	
														2 VAs	
SUB-TOTAL	9	-	37	-	-	46	-	31	11	4	3/4	19	27		

REGIONS CIRCLES	V	C	M	VL	A	T	FIN.	STATE			RENEWED		OBS	
								1	2	3	P	4		5
IV- SEGOU														
1-DRA-COOP	5	-	-	-	-	5	NGO	1	2	2	4	4	1	
2-Ségou	1	-	1	-	-	2	CCA	-	2	-	4	2	-	
3-Bla	1	-	2	-	-	3	CCA	1	-	2	3	2	1	
4-Tominian	1	-	2	-	-	3	CCA	1	-	2	3	3	-	CCA/
5-Say	1	-	-	-	-	1	CCA	-	-	1	3	1	-	NGO
6-Baraouli	1	-	2	-	-	3	CCA	-	2	1	3	3	-	
7-Niono	1	-	1	-	-	2	CCA	-	-	2	3	2	-	
8-Macina	1	-	4	-	-	5	CCA	1	3	1	3	3	2	
SUB-TOTAL	12	-	12	-	-	24	-	4	9	11	3/4	20	4	
V-MOPTI														
1-DRA-COOP	1	-	-	1	-	2	NGO	-	2	-	3	2	-	
2-Mopti	-	-	4	-	-	4	NGO	4	-	-	3	-	4	
3-Bankass	1	-	-	-	-	1	CCA	-	1	-	3	1	-	
4-Djéné	1	-	2	-	-	3	CCA	1	2	-	3	3	-	CCA/
5-Douentza	1	-	-	-	-	1	CCA	-	-	1	3	1	-	NGO
6-Tenenkou	1	-	-	-	1	2	CCA	-	-	2	3	2	-	
7-Youwarou	1	-	1	-	1	3	CCA	1	1	1	3	3	-	
8-Bandiagara	1	-	1	-	-	2	CCA	-	2	-	3	2	-	
9-Koro	1	-	2	-	-	3	CCA	-	-	3	3	3	-	
SUB-TOTAL	8	-	10	1	2	21	-	6	8	7	3	17	4	
VI-TIMBUCTOU														
1-DRA-COOP	1	-	-	-	-	1	UNF	-	1	-	3	1	-	
2-Timbuctou	-	-	1	-	-	1	CCA	-	-	1	3	1	-	
3-Diré	-	-	1	-	-	1	CCA	-	-	1	3	1	-	
4-Niafunké	-	-	-	-	-	-	-	-	-	-	-	-	-	
5-Rharous	-	-	-	-	-	-	-	-	-	-	-	-	-	
6-Gaoundam	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	1	-	2	-	-	3	-	-	1	2	3	3	-	

REGIONS	V	C	M	VL	A	T	FIN.	:	STATE	:	RENEWED	OBS		
CIRCLES								1	2	3	P	4	5	
VII-														
GAO/KIDAL														
1-DRA-COOP	3	1	1	-	2	7	NGO	-	-	7	3/5	7	-	
2-Gao	-	-	-	-	-	-	-	-	-	-	-	-	Nil	
3-Ansongo	-	-	-	-	-	-	-	-	-	-	-	-	for	
4-Bourem	-	-	-	-	-	-	-	-	-	-	-	-	all	
5-Menaka	-	-	-	-	-	-	-	-	-	-	-	-	CCAs	
6-Kidal	-	-	-	-	-	-	-	-	-	-	-	-	-	
SUB-TOTAL	3	1	1	-	2	7	-	-	-	7	3/5	7	-	
VIII-														
BAMAKO														
	1	-	-	-	-	1	DNA	-	-	1	3	1	-	Loss
DISTRICT														
							COOP							in
														DNA
														COOP
														1985
IX- DNACOO														
/DRL														
	3	-	1	-	-	4	-	2	1	1	3	4	-	1985
OVERALL	48	1	130	1	4	184	-	81	57	46	3/4	123	62	
TOTAL														

V = Car; C = Truck; M = Motorcycle; VL = Bicycle; A = Others; FIN = Funding;
 1: Good; 2: Quite good; 3: Mediocre; P: 4: Allocated; 5: Not allocated

There is a lamentable shortage of logistical means both for grassroots agents and for the CCAs, the DRACOO and even the DNACOO. Where they can be found, they have been funded through budgets allocated to the CCA - which were, however, cancelled in 1988 - and by some NGOs. The national budget share allocated to equipment and for the functioning of State managerial staff/training staff has remained insignificant, if not totally absent for over 10 years.

5.4 - Immovable (fixed) assets :

TABLE : LIST OF FIXED ASSETS

REGIONS CIRCLES	Offices	Housing	Stores	Boutiques	Land	Fields	Garages	Others
I- KAYES								
1-DRACCOOP	1	1	-	-	-	-	-	-
2-Kayes	1	1	34	-	2	6	-	-
3-Kéniéba	1	1	1	1	16	-	-	-
4-Bafoulabé	7	-	81	101	-	76	1	6
5-Yelimané	4	-	13	12	-	-	-	-
6-Kita	2	2	25	12	-	8	-	-
7-Nioro	1	1	-	-	-	-	-	-
8-Diéma	1	1	-	-	-	-	-	-
SUB-TOTAL	18	7	155	126	18	90	1	27
II-KOULIKORO								
1-DRA-COOP	1	1	-	-	-	1	-	-
2-Banamba	2	1	2	-	-	-	-	-
3-Dioïla	4	3	18	5	5	-	-	-
4-Kangaba	1	1	15	-	-	-	-	-
5-Kati	5	1	9	-	-	-	-	-
6-Kolokani	-	2	11	3	-	1	-	-
7-Koulikoro	1	1	6	-	5	-	-	-
8-Nara	5	3	32	13	2	11	-	19
SUB-TOTAL	19	13	83	21	12	13	-	19
III-SIKASSO								
1-DRA-COOP	1	2	1	-	-	1	-	-
2-Sikasso	10	8	16	9	1	-	-	12
3-Koutiala	1	1	14	1	-	-	1	3
4-Bougouni	2	9	12	7	1	-	1	-
5-Kadiolo	4	6	56	6	7	25	1	15
6-Kolondiéba	1	1	7	-	-	-	1	-
7-Yanfolila	5	8	33	9	10	7	-	15
8-Yorosso	5	5	38	4	-	-	-	54
SUB-TOTAL	30	40	177	36	19	33	4	99

REGIONS CIRCLES	Offices	Housing	Stores	Boutiques	Land	Fields	Garages	Others
IV- SEGOU								
1-DRA-COOP	1	2	-	-	-	-	-	-
2-Ségou	2	2	68	1	3	20	1	1
3-Bla	8	1	33	10	1	-	-	23
4-Tominian	2	1	11	-	-	2	-	2
5-Say	3	4	12	4	2	-	-	9
6-Baraouli	3	2	31	2	1	-	-	-
7-Niono	2	2	130	5	1	-	-	17
8-Macina	2	2	17	2	-	1	-	15
SUB-TOTAL	23	14	302	24	7	23	1	66
V-MOPTI								
1-DRA-COOP	2	1	2	-	-	-	-	-
2-Mopti	6	3	18	14	-	-	-	-
3-Bankass	1	1	-	-	-	-	-	-
4-Djéné	1	1	2	-	-	-	-	-
5-Douentza	-	1	2	-	-	-	-	-
6-Tenenkou	2	1	-	-	-	-	-	-
7-Youwarou	1	-	-	-	-	-	-	-
8-Bandiagara	3	4	32	34	-	-	-	-
9-Koro	1	1	-	-	-	2	-	-
SUB-TOTAL	17	13	56	48	-	2	-	-
VI-TIMBUCTOU								
1-DRA-COOP	1	1	-	-	-	-	-	-
2-Diré	1	1	6	-	-	-	1	-
3-Timbuctou	1	-	-	-	-	-	-	-
4-Miafunké	1	-	3	-	-	-	-	-
5-Rharous	1	-	-	-	-	-	-	-
6-Gaoundam	1	-	-	-	-	-	-	-
SUB-TOTAL	6	2	9	-	-	-	1	-

REGIONS CIRCLES	Offices	Housing	Stores	Boutiques	Land	Fields	Garages	Others
VII- GAO/KIDAL								
1-DRA-COOP	1	-	-	-	-	-	-	-
2-Gao	4	4	23	-	-	-	-	-
3-Ansongo	2	2	19	16	-	-	-	1
4-Bourem	2	1	27	-	1	1	-	-
5-Menaka	2	1	24	-	-	-	-	-
6-Kidal	2	2	13	10	-	-	-	-
SUB-TOTAL	13	10	106	26	1	1	-	1
VIII-BAMAKO DISTRICT								
1-DRA-COOP	-	-	-	-	-	-	-	-
2-COMMUNE I	1	-	3	3	-	-	-	-
3-COMMUNE II	7	-	6	-	-	-	-	2
4-COMMUNE III	8	-	1	-	-	-	-	4
5-COMMUNE IV	3	-	3	-	-	-	-	3
6-COMMUNE V	4	-	-	-	-	-	-	13
7-COMMUNE VI	10	-	16	-	-	-	-	1
SUB-TOTAL	33	-	29	3	-	-	-	23
IX-DNACCOOP /DRL	1	3	2	-	2	-	1	-
OVERALL TOTAL	160	102	919	284	59	218	10	237

TABLE : LIST OF FIXED ASSETS (CONT'D)

REGIONS CIRCLES	INFORMATION				TOTAL	OBSERVATION
	T.F.	OCC	LIT	AUT		
I- KAYES						
1-DRACOOP	CCA	Yes	-	-	2	
2-Bafoulabé	P/CCA	Yes	-	-	44	EX/MRDS
3-Diémaba	CCA	Yes	-	-	4	
4-Kayes	P/CCA	Yes	-	-	289	EX/MRDS
5-Keniéba	P/CCA	Yes	-	-	29	FAO/CCA
6-Kita	P/CCA	Yes	-	-	70	
7-Nioro	P/CCA	Yes	-	-	2	
8-Yelimané	P/CCA	Yes	-	-	2	
SUB-TOTAL	-	-	-	-	442	
II-KOULIKORO						
1-DRA-COOP	EX-MRDS	Yes	-	-	3	
2-Banamba	"	"	-	-	5	
3-Dioïla	"	"	-	-	35	
4-Kangaba	"	"	-	-	7	
5-Kati	"	"	-	-	15	
6-Kolokani	"	"	-	-	17	
7-Koulikoro	"	"	-	-	13	
8-Nara	P/CCA	Yes	-	-	85	
SUB-TOTAL	-	-	-	-	180	
III-SIKASSO						
1-DRA-COOP	EX-MRDS	Yes	-	-	5	
2-Sikasso	EX-MRDS	No	-	-	56	
3-Koutiala	V.C.O	Yes	Yes	-	21	
4-Bougouni	V.C.O.	Yes	Yes	-	33	
5-Kadiolo	V.C.O.	Yes	-	-	180	
6-Kolondiéba	V.C.O.	Yes	-	-	10	
7-Yanfolila	V.C.O.	Yes	-	-	88	
8-Yorosso	V.C.O.	Yes	-	-	106	
SUB-TOTAL	-	-	-	-	438	

REGIONS CIRCLES	INFORMATION				TOTAL	OBSERVATION
	T.F.	OCC	LIT	AUT		
IV- <u>SEGOU</u>						
1-DRA-COOP	MRDS	Yes	-	-	3	
2-Ségou	MRDS	Yes	-	-	98	
3-Bla	FP/	Yes	-	-	76	
4-Tominian	MRDS	Yes	-	-	18	
5-Say	MRDS	Yes	-	-	34	
6-Baraouli	MRDS	Yes	-	-	39	
7-Niono	FP/M	Yes	-	-	157	
8-Macina	FP/SM	Yes	-	-	39	
SUB-TOTAL	-	-	-	-	460	
V- <u>MOPTI</u>						
1-DRA-COOP	MRDS	Yes	-	-	5	
2-Mopti	FP/NGO	Yes	-	-	83	
3-Bankass	MRDS	Yes	-	-	2	
4-Djéné	MRDS	Yes	-	-	4	
5-Douentza	MRDS	Yes	-	-	3	
6-Tenenkou	MRDS	Yes	-	-	3	
7-Youwarou	CCA	Yes	-	-	1	
8-Bandiagara	POPUL	Yes	-	-	89	
9-Koro	POPUL	Yes	-	-	4	
SUB-TOTAL	-	-	-	-	194	
VI- <u>TIMBUCTOU</u>						
1-DRA-COOP	MRDS	Yes	-	-	2	
2-Timbuctou	FP/	Yes	-	-	8	
3-Diré	MRDS	Yes	-	-	1	
4-Niafunké	MRDS	Yes	-	-	4	
5-Rharous	MRDS	Yes	-	-	1	
6-Gaoundam	MRDS	Yes	-	-	1	
SUB-TOTAL	-	-	-	-	18	

REGIONS CIRCLES	INFORMATION				TOTAL	OBSERVATION
	T.F.	OCC	LIT	AUT		
VII- GAO/KIDAL						
1-DRA-COOP	PF/NGO	Yes	-	-	1	
2-Gao	PF/NGO	Yes	-	-	51	
3-Ansongo	PF/NGO	Yes	-	-	40	
4-Bourem	PF/NGO	Yes	-	-	32	
5-Menaka	PF/NGO	Yes	-	-	27	
6-Kidal	PF/NGO	Yes	-	-	27	
SUB-TOTAL	-	-	-	-	158	
VIII-BAMAKO DISTRICT						
1-DRA-COOP	F-COOP	Loc.	-	-	-	
2-COMMUNE I	F-COOP	Loc.	-	-	7	
3-COMMUNE II	F-COOP	Loc.	-	-	15	
4-COMMUNE III	F-COOP	Loc.	-	-	13	
5-COMMUNE IV	F-COOP	Loc.	-	-	9	
6-COMMUNE V	F-COOP	Loc.	-	-	17	
7-COMMUNE VI	F-COOP	Loc.	-	-	27	
SUB-TOTAL	-	-	-	-	88	
IX-DNACOOP /DRL	FP	Yes	-	-	9	
OVERALL TOTAL	-	-	-	-	1987	

T.F. = Land Deed; OCC = Occupied; LIT = Litigation AUT = Others

The offices, housing, stores, etc. are also dilapidated, with most of them dating back to the days of the former Mutual Rural Development Societies (MRDS). It is only in the Kayes, Ségou and Mopti regions that some of the infrastructure was improved, with the help of funds obtained from the 1975-1985 membership fees of the EX-MRDS.

The fixed assets procured by cooperative and pre-cooperative organizations were basically financed through their own funds and built with poor quality material. In addition, the property thus obtained suffered heavily from weather damage due to lack of funds for maintenance.

VI - RESULTS OF QUESTIONNAIRES AND THEIR INTERPRETATION

6.1 - Village Cooperatives and Village Tons:

The questionnaire addressed to these organizations comprises of thirty-six (36) questions, of which thirteen (13) are closed questions, fifteen (15) open and eight (8) semi-closed, for the evaluation of twelve (12) parameters.

The sample consisted of one hundred and eighty-four (184) Cooperatives.

6.1.1 - Cooperatives:

* Mode of establishment :

QUESTION 1	1	2	3	4	5	6	TOTAL
No. of replies	106	54	5	14	27	12	218
Percentages	48.62	24.77	2.29	6.42	12.38	5.50	

1- Spontaneously; 2- Through incentives; 3- Through being imposed; 4- Through imitation; 5- Through political action; 6- Others.

The first question received two hundred and eighteen (218) replies as against the one hundred and eighty-four (184) survey forms.

Spontaneity (48.62%) and incentives (24.77%) were the dominant trends recorded, compared with imitation (6.42%), imposition (2.29%) and political influence (12.38%).

The need for setting up various Cooperatives was fairly well understood by the people.

* Fields of interest :

QUESTION 2	1	2	3	4	5	TOTAL
No. of replies	145	130	14	16	5	218
Percentages	46.77	41.94	4.52	5.16	1.61	

1-Economic; 2-Social; 3-Political; 4-Cultural; 5-Others.

QUESTION 3	1	2	TOTAL
No. of replies	95	172	267
Percentages	35.58	64.42	

1-Economic; 2-Social.

Questions 2 and 3 enabled us to analyze this parameter. Five hundred and seventy-seven (577) answers were recorded for the two (2) questions, i.e. three hundred and ten (310) replies to question 2 and two hundred and sixty-seven (267) replies to question 3.

The aim was to identify the reasons behind the establishment of these organizations and to learn the precise fields of interest which led to their development.

The economic field (46.77% and 35.58% in 145 and 95 replies respectively) and the social field (41.94% and 64.2% in 130 and 172 replies respectively) were the dominant trends discovered. It may be said that these answers confirmed the findings made with regard to the mode of establishment of these organizations.

* Organization :

Questions 4 to 11 aimed at leading to a better understanding of the degree of organization within the Cooperatives. The answers to the seven (7) questions in this category provided the following statistical results:

-- **Selection of officials :**

QUESTION 4	1	2	3	TOTAL
No. of replies	171	5	8	184
Percentages	92.93%	2.72%	4.35%	

1-By yourselves; 2-By managerial staff; 3-By the administrative services in general.

Of the replies, 171 or 92.93% confirmed that they chose their officials themselves; 2.72%, i.e. five (5) answers averred that the managerial staff selected them and 4.35% or eight (8) answers asserted that they were selected by the administrative services.

These results prove that the procedure for selection of officials is basically in accordance with the cooperative spirit.

-- **Renewal of internal bodies (BD and SC) :**

QUESTION 5	YES	NO	DON'T KNOW	NO REPLY	TOTAL
No. of replies	138	42	1	34	184
Percentages	73.80	22.46	0.5		

-- Ratio of women and youth in BDs and SCs :

QUESTION 6	Youth	Women	Negative	No Reply	TOTAL
No. of answers	140	92	12	9	254
Percentages	55.11	36.22	4.72	3.54	

-- Existence of a development programme :

QUESTION 7	YES	NON	NO REPLY	TOTAL
No. of answers	123	55	6	184
Percentages	66.48	29.72	3.78	

QUESTION 7 Justification	YES	NO	NO REPLY	TOTAL
No. of answers	118	42	24	184
Percentages	62.43	22.22	15.34	

Of the answers, 123 or 66.48% declared they had a programme; 29.72% or 55 answers did not and 3.78% or 6 answers did not give any explanation. These are basically social programmes having no or little influence on production or productivity, or, in other words, growth as such.

-- Existence of management documents and degree of regularity in updating :

QUESTION 8	YES	NO	NO REPLY	TOTAL
No. of answers	164	13	7	184
Percentages	89.13	7.06	3.81	

QUESTION 9	YES	NO	NO REPLY	TOTAL
No. of answers	161	19	4	184
Percentages	87.03	10.27	2.70	

87.03% confirmed that their management documentation was kept up to date regularly, 10.72% said the reverse was true and 2.70% gave no reply.

-- Assessment and follow-up of programmes and activities :

QUESTION 10	YES	NO	NO REPLY	TOTAL
No. of answers	140	35	9	184
Percentages	76.09	19.02	4.9	

QUESTION 10 (Cont'd)	No Reply	Your- selves	By others	Mixed	TOTAL
No. of answers	5	55	35	45	140
Percentages	3.57	40	24.28	32.14	

Of the 184 questionnaires processed, 140 or 76.09% gave affirmative answers, 35 or 19.02% answered in the negative and 9 or 4.9% gave no answer. The results of the subsidiary question were 40% for those taking care of these operations themselves, 24.28% for those who get them done by others and 32.14% for a mixed system. The desire for self-management and the progressive establishment of a market economy since 1985, with all the damage caused to the Cooperative sector and with the gradual withdrawal of the State from a number of socio-economic sectors may explain, in part, the growing awareness amongst leaders and cooperators.

-- How management risks are minimized :

QUESTION 11	1	2	3	4	5
No. of answers	1	42	1	11	42
Percentages	0.5	19.63	0.5	5.14	19.63

QUESTION 11 (Cont'd)	6	7	8	9	10	TOTAL
No. of answers	8	32	9	30	38	214
Percentages	3.74	14.95	4.21	14.02	17.76	

1-Ticket (?); 2-Monitoring; 3-Toll; 4-Training; 5-Security;
6-Bargaining; 7-Consensus; 8-Projected operations account;
9-No reply; 10-No particular provisions.

Of 284 replies to the ten different responses, 14.02% gave no explanation, 17.76% have no particular provisions for minimizing management risks, 14.95% take certain measures on the basis of consensus, 19.63% monitor or secure their enterprise and 5.14% improve training programmes and information provided to leaders and cooperators. The last two cases - and others not mentioned here but which can be seen in the Table - are far from guaranteeing the certainty or durability of the principles or methods employed with a view to minimizing various management risks.

The parallels between the trends and positive or negative responses to the seven (7) questions raised made it possible to assess the degree of organization within the Cooperatives and, thereby, to substantiate the significant weakness of Cooperatives in this context.

*** Legal and institutional frame-work :**

Questions 12 to 14 were necessary in order to assess the degree of understanding and implementation of texts.

-- Knowledge of texts :

QUESTION 12	YES	NO	NO REPLY	TOTAL
No. of answers	116	57	11	184
Percentages	63.04	30.98	5.98	

This parameter may be evaluated on the basis of the following trends: 63.04% or 116 positive answers out of the total of 184 surveyed, 30.98% or 57 negative answers and 5.9 or 11 with no response. Statistically speaking, leaders and cooperators are aware of the existence of legislative and regulatory texts governing the Cooperative Movement in general and their own Cooperative in particular.

-- Existence of a Constitution of the Cooperative :

QUESTION 13	YES	NO	NO REPLY	TOTAL
No. of answers	160	22	2	184
Percentages	86.95	11.96	1.09	

QUESTION 13 JUSTIFICATION	1	2	3	4	5	6	7	TOTAL
No. of answers	6	2	4	4	2	2	2	22
Percentages	27.27	9.9	18.12	18.18	9.09	9.09	9.09	

1-Ignorance; 2-Loss; 3-Negligence; 4-No reply; 5-Incomplete, 6-Pending; 7-Cumbersome administration.

The positive trend established earlier - in the context of the knowledge of various texts - was consolidated by the 86.95% positive answers recorded, with 11.96% negative answers and 2 giving no justification.

However, the justifications given in the case of the negative responses gave us valuable information on the whole. The degree of illiteracy of the leaders and cooperators (27.27% or 6 of the 22 answers received to the question) explains the characteristic trends towards the astonishing phenomena of lost files (9.09%), negligence or carelessness in follow-up with regard to getting the documents approved (18.18%). Part of the explanation for all these negative trends was the cumbersomeness of administrative procedures (9.09%).

* Respect in implementation of texts :

QUESTION 14	YES	NO	NO REPLY	TOTAL
No. of answers	146	32	6	184
Percentages	79.35	17.39	3.26	

QUESTION 14 JUSTIFICATION	1	2	3	4	5	6	7	TOTAL
No. of answers	8	7	9	6	4	2	2	38
Percentages	21.05	18.42	23.68	15.79	10.53	5.26	3.26	

1-Motivation; 2-Indiscipline; 3-No reply; 4-Ignorance; 5-Lack of transparency; 6-Lack of cohesion; 7-Illiteracy.

The question concerned the specific Statutes and Rules of Procedure of each Cooperative. The replies received were: 79.35% or 146 positive, 17.29% or 32 negative, and 3.26% or 6 without answers. Explanations for negative replies were similar in nature to those given in the case of the parameters used for assessing the existence of a Constitution. The lack of motivation (21.05%), added to the general leaders' and cooperators' ignorance of such texts (15.79%) led to the lack of cohesion which, in turn, lies behind

the lack of transparency in management (10.35%) and of discipline, which destroys all chances of success in any case involving combined human efforts.

The statistical data obtained for questions 12 to 14 are positive as far as general information concerning the legal and institutional frame-work is concerned, but the justifications and reasons given by those who replied in the negative prove that there is a general lack of command over the legal frame-work in its practice and that constant training and follow-up efforts still need to be made.

*** Functionality :**

Questions 15 to 22 were set aside for the appraisal of this decisive factor.

-- Assemblies, meetings and minutes :

QUESTION 15	Meeting	GA	BD	SC	Extraordinary
<u>Periodicity</u>					
GA 1-2 times		124			25
BD 4-12 times				76	
Percentage 1		67.39	13.72	10.32	
Percentage 2		33.69	4.57	3.44	

Percentage 1 : Obtained in comparison with the minimum number of meetings fixed by law, as follows:

GA: 184 X 1 = 184;
 BD: 184 X 4 = 736;
 SC: 184 X 4 = 736.

Percentage 2 : Calculated on the basis of the maximum number of meetings fixed by law, as follows:

GA: 184 X 2 = 368;
 BD: 184 X 12 = 2208;
 SC: 184 X 12 = 2208.

QUESTION 16	YES	NO	NO REPLY	TOTAL
No. of answers	140	30	14	184
Percentages	76.09	16.30	7.61	

QUESTION 16 EXPLANATION	1	2	3	4	5	6	7	TOTAL
No. of answers	19	4	5	2	1	1	1	33
Percentages	57.58	12.12	15.15	6.06	3.03	3.03	3.03	

1-No reply; 2-Motivation; 3-Illiteracy; 4-Indebtedness;
5-Slump; 6-Stock; 7-Negligence.

The legislative norm is of 1 to 2 sessions per year in the case of ordinary General Assemblies (GA) and for the same number of extraordinary GAs, 4 annual Board of Directors' (BD) meetings - one per quarter - and the same number for Supervisory Committee (SC) meetings; in extreme cases, the latter two bodies may meet once a month, or 12 times per year. The statistical results recorded were the following:

- * GA (1 to 2 times/year) = 124 as against 368 in the case of the 184 Cooperatives;
- * GA (extraordinary) = 25 times for the 184 Cooperatives;
- * BD (4 to 12 times/year) = 101 times as against 736 to 2,208 for the 184 Cooperatives;
- * BD (extraordinary) = none;
- * SC (4 to 12 times/year) = 76 times as against 736 to 2,208 for the 184 Cooperatives;
- * SC (extraordinary) = none.

The response to Question 16 shows a statistically positive trend with regard to the preparation of minutes of general sessions and meetings of administrative, management and supervisory bodies, but the explanations given by those who answered in the negative are quite disquieting for the following reasons:

- * illiteracy = 15.15%;
- * lack of motivation = 12.12%;
- * indebtedness of cooperators = 6.06%;
- * negligence, slump and carelessness = 3.03%.

-- Terms of office :

Term QUESTION 17 Body	0-1	1-3	4-5	6-8	8 plus	No Ans.	TOTAL
BD	20	101	25	22	8	8	184
SC	20	101	25	22	8	8	184
Percentages	10.87	54.89	13.59	11.86	4.35	4.35	

Term (Year)	1	2	3	Do not respect	No reply	TOTAL
QUESTION 18 Bodies						
BD and SC	40	24	88	8	24	184
Percentages	21.73	13.04	47.82	4.34	13.04	

A frequent change in members was revealed through the results obtained in Tables 16 and 17:

1 to 3 years (Table 17) $13.04 + 47.82 = 60.86/54.89 = 1.10 \sim 1$.

1 to 3 years (Table 16) 54.89

0 to 1 year $\implies 10.87 \implies 21.73/10.87 =$

1 year -- 21.73

According to regulations, the term of office is of 1 to 3 years as per the latest texts in force. Answers received in this context were as follows:

* Phenomenon noticed in practice:

- a)- 0-1 year = 10.87%;
- b)- 1-3 years = 54.89%;
- c)- 4-5 years = 13.59%;
- d)- 6-8 years = 11.86%;
- e)- more than 8 years = 4.35%;
- f)- and 8 Cooperatives gave no reply.

Having said this, 152 Cooperatives do respect the laws and 32 do not as yet.

* Phenomenon reset to equality:

- a)- 1 year = 40 of the 184 Cooperatives, i.e. 21.73%;
- b)- 2 years = 24 of the 184 Cooperatives, i.e. 13.04%;
- c)- 3 years = 88 of the 184 Cooperatives, i.e. 47.82%.

-- Transactions, stock rotation and their monitoring :

Questions 19	Own Funds	Fixed term	No reply	TOTAL
No. of answers	155	69	6	230
Percentages	67.39	30	2.60	

Question 20	Ann-ually	Half-yearly	Quart-erly	Monthly	Fort-nightly	Weekly	No Reply	TOTAL
No. of answers	66	29	12	10	9	48	19	193
Percentages	34.19	15.02	6.21	5.18	4.66	24.87	9.84	

It is reassuring to note that 155 Cooperatives or 67.39% have declared that they depend on their own funds, that 69 or 30% of the Cooperatives procure short-term loans and that only 6 Cooperatives failed to reply.

On the whole, stock rotation is principally annual in nature (34.19% for 66 Cooperatives), weekly (24.87% for 48 Cooperatives) and more-or-less half-yearly (15.02% for 29 Cooperatives), quarterly (6.21% for 12 Cooperatives) and monthly (5.18% for 10 Cooperatives).

QUESTION 21	YES	NO	NO REPLY	TOTAL
No. of answers	140	29	15	184
Percentages	76.08	15.76	8.15	

Monitoring by the beneficiaries too seems statistically effective - 76.08% positive replies as against 15.76% negative replies and 8.15% who failed to reply.

-- **Inter-cooperation and relations with other economic cooperators :**

Question 22	Coop	Ton	VA	Others	No	No Reply	TOTAL
No. of answers	35	13	9	49	47	66	219
Percentages	15.98	5.93	4.10	22.37	21.46	30.13	

a)-Inter-cooperation : This question concerned business relations between cooperative organizations and the following discoveries were made: 15.98% had such relations with other cooperatives, 5.93% with Village Tons, 4.10% with Village Associations, and after 241 interviews, it appeared that for 57 organizations, the percentage was lamentably low: 16.04%.

b)-With others : 22.46% had some relations with other partners, outside of the Cooperative Movement, 21.46% had no business links with other organizations and 30.13% gave no reply. This goes to show that business relations between cooperative organizations and other economic cooperators are appallingly weak.

Functionality is clearly lacking in the context of the classical criteria on the basis of which the 184 cooperatives were chosen. The inadequate implementation of texts in practice, revealed through the explanations given by those who submitted replies in the negative, the irregularity in the organization of the sessions and meetings of their administrative, management and supervisory bodies which resulted in extremely long terms of office, well beyond the regulatory norm, and the inherent weakness in inter-cooperative relations go to show that a great deal of effort is still necessary in this field in order to ensure the survival of a cooperative.

* **Benefits and Advantages :**

Question 23	YES	NO	No reply	TOTAL
No. of replies	158	19	7	184
Percentages	85.86	10.32	3.80	

Question 23 Justifications	1	2	3	4	5	TOTAL
No. of replies	4	3	3	6	4	20
Percentages	20	15	15	30	20	

1-Shortage of resources; 2-Lack of cohesion; 3-Lack of motivation; 4-Lack of activity; 5-No satisfaction.

Question 24	1	2	3	4	5	6
No. of replies	17	6	15	21	33	15
Percentages	6.7	2.39	5.98	8.37	13.15	5.98

Question 24 (Cont'd)	7	8	9	10	11	12
No. of replies	29	16	5	3	26	7
Percentages	11.55	6.37	1.99	1.20	10.36	2.79

Question 24 (Cont'd)	13	14	15	16	17	18	TOTAL
No. of replies	29	11	6	7	2	3	251
Percentages	11.55	4.38	2.39	2.79	0.8	1.20	

1-credit/loans; 2-literacy; 3-promotion of agriculture; 4-promotion of cattle-breeding; 5-community equipment; 6-self-sufficiency in food; 7-essentials; 8-advantageous prices; 9-Subsidies; 10-promotion of fishery; 11-improvement of internal relations; 12-improvement of external relations; 13-No replies; 14-education; 15- rebates/discounts/commissions; 16-facilities/amenities; 17-rural exodus; 18-income (increase).

Questions 23 and 24 were set aside for the appraisal of the various advantages cooperators may gain through the fields of interest of their respective cooperatives.

85.86% or 158 cooperators were of the view that their cooperatives were worthwhile; 10.32% or 19 cooperators had the opposite opinion and 3.8% or 7 cooperators failed to reply.

The explanations given along with the negative replies submitted by 19 cooperators are extremely informative. The lack of resources (20%) explained the lack of activities (30%). The lack of motivation (15%) and dissatisfaction (20%) were the reasons behind the lack of cohesion.

Of 18 replies giving explanations for the advantages offered by their cooperatives: 11.55% gained through food security and an improvement of internal relations; 8.38% recognized the improvement of animal and forest production; 6.37% to 6.7% gained access to credit (loans) and procured supplies at favorable purchasing prices from State enterprises; 5.98% took cognizance of improvements in agriculture and production facilities in general; 4.38% benefited from educational and cooperative training programmes for self-management and self-promotion of their enterprises.

Although these cooperators' were satisfied with their cooperatives, some problems could nevertheless be identified, along with certain constraints that need to be removed, in the following manner:

- * intensive education as well as training programmes;
- * the qualitative and quantitative increase in productive investments;
- * an increase in, and judicious utilization of financial resources.

* Sources, forms and nature of funding :

The answers to questions 25 to 27 enabled us to evaluate these parameters.

-- Principal sources of funding disclosed :

Question 25	Self-financed	Sponsors	NGOs	IOs	Others	No Reply	TOTAL
No. of answers	149	26	32	6	13	18	244
Percentages	61.06	10.66	13.11	2.46	5.33	7.38	

Self-financing (61.06%); NGOs (13.11%); others (5.33%); IOs (2.46%); and no reply (7.38%).

-- Principal forms of funding disclosed :

Question 26	Loans	Subsidies	Grants	Inheritance	Others	No Reply	TOTAL
No. of replies	61	35	15	1	7	80	199
Percentages	30.65	17.59	7.54	0.50	3.52	40.20	

Loans (30.65%); subsidies (17.59%); grants (7.54%); inheritance (0.5%); others (3.52%); and failure to reply (18.89%).

-- Nature of funding :

Question 27	Cash	Nature	Services provided	No Reply	TOTAL
No. of replies	136	33	7	41	217
Percentages	62.67	15.21	3.23	18.89	

Cash Funds (62.67%); funds in nature (15.21%) and other services provided (3.23%).

The cooperators have truly made great efforts in order to finance their cooperatives (61.06%), but the amount remains too low to allow for any true or convincing economic takeoff.

* Partnership :

Questions 28 to 30 were devoted to this parameter.

-- Degrees of appreciation :

Question 28	Good	Bad	No reply	TOTAL
Number of replies	129	17	38	184
Percentages	70.71	9.24	20.65	

Good: 70.71%; Bad: 9.24%; No reply: 20.65%.

-- The main partners declared were :

Question 29	NGO	IO	CCA	Service Provided	NADB (BND)
No. of replies	34	4	70	51	23
Percentages	12.09	1.42	24.91	18.14	8.18

Question 29	No Reply	General	Trade	MUTEC	Union	TOTAL
No. of replies	46	14	30	8	1	281
Percentages	16.37	4.98	10.67	2.84	0.35	

The CCA (24.91%); Technical Services (18.14%); The NADB (8.18%); Public services in general (4.98%) stand out, then come the NGOs (12.09%) and the IOs (1.42%).

Question 30	YES	NO	No reply	No opinion given	TOTAL
No. of replies	115	34	34	1	184
Percentages	62.5	18.47	18.47	0.5	

The data collected led to the conclusion that partnership is considered satisfactory, in general. However, it presents no particular advantages as far as active promotion of the organizations is concerned, as it is limited to technical links and traditional dialogue which have no major impact on the improvement of production facilities which are the driving force for promoting growth.

* Investments :

Question 31	1	2	3	4	5	6
No. of replies	13	12	64	41	1	4
Percentages	5.26	4.85	25.91	19.59	0.40	1.61

Question 31 (Cont'd)	7	8	9	10	11	TOTAL
No. of replies	45	6	3	35	23	247
Percentages	18.21	2.42	1.21	14.17	9.31	

1-Health Centre; 2- School; 3-Cooperative's premises;
4-Agro-Sylvo-Pastoral; 5-Workshop; 6-Fodder; 7-Equipment;
8-Literacy Centre; 9-Training; 10-No reply.

Question 32	1	2	3	4	5	6
No. of replies	13	12	64	41	1	4
Percentages	5.26	4.85	25.91	16.59	0.40	1.61

Question 32 (Cont'd)	7	8	9	10	11	TOTAL
No. of replies	45	6	3	35	23	241
Percentages	18.21	2.42	1.21	14.17	9.31	

1-Bare land; 2-Retail store (shop); 3-Storage depot; 4-Office (main office); 5-Workshop; 6-Equipment; 7-Vaccination Centres (cattle); 8-Facilities; 9-No reply; 10-Housing; 11-Negative.

The replies to questions 31 to 33 may be summarized as follows:

- * Agro-sylvo-pastoral facilities - 16.59%;
- * Miscellaneous facilities - 18.21%;
- * and no more socio-economic or cultural facilities which, in a sense, counterbalance the direct effects of productive investment.

Insufficient literacy and post-literacy levels and the need for training programmes in the fields of cooperative education and training, management, popularization of agricultural techniques and handicrafts - which can all be assessed through the replies to Question 33 - make it very clear that investment levels are low and fairly unproductive; cooperative training and education programmes need to be carried out within all the cooperatives and a joint effort, covering both sets of requirements, could vastly improve both the quality and quantity of investments.

* Risks involved :

Question 34	NO	Literacy	Post-literacy	No reply	TOTAL
No. of replies	78	52	28	49	184
Percentages	37.68	25.12	13.52	23.66	

The replies to question 34, which was devoted to the assessment of this parameter, led to the conclusion that:

- * 40% or 76 respondents affirmed that they ran no risks nor were there any drawbacks within their cooperative;
- * 24.73% or 47 respondents averred that they did face risks and disadvantages, and 35.26% or 67 replies were submitted without any explanation given.

Various evils like the lack of understanding, disputes and the insolvency of various debtors, added to the 35.26% rate of non-participation, remain a cause for concern. In other words, the risk factor in cooperatives is latent - and not all of them are able to avoid them.

* Assessment of socio-economic environment :

Question 35	YES	NO	No reply	TOTAL
No. of replies	142	34	8	184
Percentages	77.17	18.47	4.34	

The replies to question 35 are, on the whole, positive :

* 77.17% approve of the factors;

* 18.34% disapprove of them.

In fact, the winds of freedom, of democracy and free enterprise have created a socio-economic environment which is presently favorable for cooperatives. However, their overall economic health, oft highlighted in this analysis, does not support the optimism of those cooperators who replied in the affirmative.

* Prospects :

Question 36	1	2	3	4	5	6
No. of replies	17	9	18	7	2	2
Percentages	13.18	6.98	13.95	5.43	1.55	1.55

Question 36 (Cont'd)	7	8	9	10	11	12
No. of replies	6	6	9	4	18	3
Percentages	4.65	4.65	6.98	3.10	13.95	2.32

Question 36 (Cont'd)	13	14	15	TOTAL
No. of replies	15	7	6	241
Percentages	11.63	5.43	4.65	

1-Respite from worry; 2-dependance; 3-confident about the future; 4-expansion; 5-innovation; 6-self-financing; 7-equipment; 8-complementarity; 9-investment; 10-food self-sufficiency; 11-training and education; 12-no reply; 13-consolidation; 14-supplies and marketing; 15-social cohesion.

The replies to question 36 led to the following results:

- * 13.18% believe that cooperatives have been rerieved,
- * 13.95% to 13.98% are of the opinion that they should be confident of the future if training, cooperative education and better guidance about investments were provided,
- * 11.63% think that they must proceed to consolidate their assets as of now, in order to be better able to face the changes taking place, while at the same time strengthening social cohesion which is in the process of crumbling away.

6.1.2 - Village Tons :

Ninety-two (92) Village Tons were included in the sample. The questionnaire aimed at cooperatives was also used for the study and assessment of the same parameters in the case of Village Tons.

*** 6.1.2.1 - Mode of establishment :**

QUESTION 1	1	2	3	4	5	TOTAL
No. of answers	45	41	13	5	4	108
Percentages	41.66	37.96	12.03	4.62	3.70	

1- Spontaneously; 2- Through incentives; 3- Through being imposed; 4- Through imitation; 5- Through political action.

The first question aimed at examining this aspect received one hundred and eight (108) twin answers which were studied :

- * 4.66% for those established spontaneously;
- * 37.96% for establishment through imitation or creation of awareness and encouragement in the community;
- * 12.03% for those imposed;
- * 4.62% for establishment by imitation alone;
- * and 3.70% for those established due to political influence.

The dominant trends recorded for the establishment of Tons were spontaneity and imitation, thereby proving that, one way or the other, Tons would necessarily have seen the light of day and were much awaited by the rural world.

*** 6.1.2.2 - Fields of interest :**

QUESTION 2	1	2	3	4	5	TOTAL
No. of answers	82	61	1	6	0	150
Percentages	54.67	40.67	0.67	4.00	0.00	

1-Economic; 2-Social; 3-Political; 4-Cultural; 5-Others.

QUESTION 3	1	2	3	TOTAL
No. of answers	91	61	0	152
Percentages	59.86	40.13	0	

1-Yes; 2- No; 3-No reply.

QUESTION 3 (Cont'd)	1	2	3	4	5	6
No. of answers	45	45	6	2	7	7
Percentages	35.71	35.71	4.76	1.59	5.55	5.55

1-Agriculture; 2-Marketing; 3-Cattle-breeding; 4-Partnership;
5-Discounts; 6-Credit/loans.

QUESTION 3 (Cont'd)	7	8	9	10	11
No. of answers	6	5	3	54	33
Percentages	4.76	4	2.38	48.21	29.46

7-Market gardening; 8-Environment; 9-Fisheries;
10-For service station; 11-Foodgrain supplies.

QUESTION 3 (Cont'd)	12	13	14	Total
No. of answers	3	13	9	238
Percentages	2.68	11.61	8.04	

12-Health; 13-Training/Literacy; 14-Infrastructure.

Remarks :

- * Economic from 1 to 9 - Total 126% 52.94 = 126/238
- * Social from 10 to 14 - Total 112% 47.06 = 112/238

Questions two and three led to the following results on the basis of the 150 replies examined:

- * economically motivated : 54.67%;
- * socially motivated : 40.67%;
- * culturally motivated : 4%;
- * and politically motivated : 0.67%.

The impact of the field of interest as seen by Village Tons is as follows:

- 59.86% find that it is the economic field;
- 40.13% feel that it is basically social in nature.

With regard to the daily problems various villages had to face, the justifications given were both multiple and single :

- * 48.21% recognized the benefits of the services offered by their Tons:
- * 35.71% found that their Ton offered them a great deal of help in the fields of agriculture, cattle-breeding and marketing of their finished or semi-finished goods;
- * 29.46% affirmed that their Ton supplied them with the basic necessities;
- * 4.76% to 11.61% acknowledged that the disbursement of small rural loans, the improvement in health care, in infrastructure and training in national languages were fields in which their Tons had already started being active, within the frame-work of individual and community welfare.

* 6.1.2.3 - Organization :

Questions 4 to 11 were aimed at measuring the real levels of organization within Village Tons.

-- Selection of officials and renewal of management and supervisory bodies :

QUESTION 4	1	2	3	No reply	TOTAL
No. of answers	90	1	0	1	92
Percentages	97.83	1.09	0	1.09	

1-By yourselves; 2-By the management; 3-By the administrative services in general.

QUESTION 5	YES	NO	NO ANSWER	TOTAL
No. of answers	63	28	1	92
Percentages	68.48	30.43	1.09	

Of the 92 replies processed for the assessment of these two (2) aspects we found that:

- * 97.83% chose their officials themselves;
- * 1.09% were influenced by the management;
- * 1.09% abstained.

As for the renewal of Boards of Directors and Supervisory Committees, similar trends were recorded: 68.48% positive replies, and 30.43 negative replies.

-- Composition of internal bodies :

QUESTION 6	Women	Youth	Negative	No Answer	TOTAL
No. of answers	34	83	7	1	125
Percentages	27.2	66.42	5.60	0.8	

The trends observed were the following:

- * 66.4% acknowledged that there were young people in the offices;
- * 27.2% affirmed that there were women in the offices;
- * 5.60% did not yet have any women or young people in their offices;
- * and 1.08% gave no reply.

These results go to show that women and the youth are slowly but surely coming up and soliciting posts of responsibility in lon offices. But the conservative tendencies of the traditionalist old guard have not yet been erased from people's minds.

-- Existence of programmes :

QUESTION 7	YES	NO	NO ANSWER	TOTAL
No. of answers	80	6	6	92
Percentages	86.95	6.52	6.52	

QUESTION 7 Justifications	YES	NO	NO ANSWER	TOTAL
No. of answers	70	16	6	92
Percentages	76.08	17.39	6.52	

- * 86.95% declared they had a programmes;

- * 6.52% say they have no programme;
- * and 6.52% failed to reply to the question.

However, the 86.95% does not translate into the existence of any real development programmes, but rather into a series of selective and cyclical activities that these organizations carry out for their members.

-- Management documents and regularity in updating :

QUESTION 8	YES	NO	NO ANSWER	TOTAL
No. of answers	82	8	2	92
Percentages	89.13	8.69	2.17	

QUESTION 9	YES	NO	NO ANSWER	TOTAL
No. of answers	82	9	1	92
Percentages	89.13	9.78	1.08	

Replies to questions 8 and 9 and their justifications give us the following information:

- * 89.13% confirmed that they had such documents and that they were kept up to date;
- * 9.78% said the reverse was true;
- * and 1 to 2% gave no answer.

The reasons given for justifying the lack of management documents and that of their updating were: insufficient knowledge of texts, lack of follow-up, disfunctionality of the Ton or even the total cessation of activities in extreme cases, interference of technical departments and unsuitability of recommended texts.

-- Assessment of and factors leading to the minimization of management risks :

QUESTION 10	Yes	No	Your-selves	Through Others	No reply	TOTAL
No. of answers	83	5	1	39	2	204
Percentages	40.68	2.45	36.76	19.11	0.98	

QUESTION 11	1	2	3	4	5
No. of answers	24	2	13	4	4
Percentages	21.05	1.75	11.40	3.51	3.51

QUESTION 11 (Cont'd)	6	7	8	9	TOTAL
No. of answers	27	16	20	4	214
Percentages	23.68	14.05	17.05	3.51	

1-Dialogue/Consensus; bargaining/when prices are low; 2-Treatment by disinfection (pest control?) of store; 3-Projected operations account; 4-Recovery of dues, recovery of debts; 5-Training; 6-Supervision; 7-No particular provisions; 8-Security; 9-No answer.

The results obtained from 204 replies were as follows:

- * 40.68% do carry out risk assessments, 36.76% of these being carried out by themselves and 19.11% by partners;
- * 2.45% do not go in for such assessments;
- * and 0.98% failed to reply.

All Tons share the need to proceed on an emergency basis to reduce risks; the measures sometimes taken to this end are, among others:

- * dialogue and consensus between members of the same Ton and between those of various Tons - 21.01%;
- * training, education and supervision on the basis of specific plans, generally insufficiently understood by the managers - 23.58%;
- * a pragmatic and friendly approach in order to recover dues and debts - 3.51%;
- * treatment of stores and other animal and vegetable product storage areas in order to reduce losses and establishment of operational accounting wherever there are neo-literates - 1.75% to 11.40%.

Village Tons do respect organizational principles but the weaknesses in updating management documents, in follow-up and assessment, as well as the absence of development programmes makes them easily vulnerable to the consequences of bad management practices.

* 6.1.2.4 - Legal frame-work :

Answers received to questions 12 to 14 led us to the following conclusions:

-- Knowledge of texts and existence of a constitution :

QUESTION 12	YES	NO	NO REPLY	TOTAL
No. of answers	61	30	1	92
Percentages	66.30	32.61	1.09	

QUESTION 13	1	2	3	4	5	TOTAL
No. of answers	5	1	2	1	1	10
Percentages	50	10	20	10	10	

1-Ignorance; 2-Loss; 3-Negligence; 4-Incomplete; 5-No reply.

* 66.30% acknowledged the existence of regulatory legislative texts which governed their organizations;

* 32.75% did not know.

Two (2) kinds of reasons were proposed to explain this phenomenon:

* lack of knowledge about the texts,

* discouragement due to the poor performance of internal bodies.

--- Respect of Statutes and rules of procedure :

QUESTION 14	YES	NO	TOTAL
No. of answers	86	6	92
Percentages	93.40	6.52	

QUESTION 14 (Cont'd)	1	2	3	4	TOTAL
No. of answers	4	1	1	1	7
Percentages	57.14	14.29	14.29	14.29	

1-Lack of knowledge; 2-Disinterest; 3-Non-functional;
4-Indiscipline.

- * 93.40% said they abided by them;
- * and 6.52% did not abide by them.

The reasons given in order to justify the lack of respect of texts were:

- * lack of knowledge due to illiteracy (57.14%);
- * the fact that the Ton was non-functional (14.29%);
- * lack of discipline among members and leaders (14.29%);
- * and the members' and leaders' lack of interest (14.29%).

The legal frame-work and respect of statutes and rules of procedure recorded similar trends as far as their knowledge and their applicability were concerned.

Efforts towards the fight against illiteracy and towards the promotion of and education about cooperatives need to be made on a war footing.

* 6.1.2.5 - Functionality :

Answers to questions 15 to 22 led to the following results:

--- Frequency of assembly sessions and meetings and preparation of minutes :

Meeting	GA	BD	SC	Extra-ordinary	No reply	Total
QUESTION 15						
Periodicity						
1-2 GAS	87			30	2	119
4-12 BDs		76			2	78
4-12 SCs			67		2	69
TOTAL	87	76	67	30	6	266

GAS Frequency - once $87/(92 \times 1) = 94.55\%$
 Frequency - twice $87/(92 \times 2) = 47.28\%$
 BDs Frequency - 4 times $76/(92 \times 4) = 20.65\%$
 Frequency - 12 times $76/(92 \times 12) = 6.88\%$
 SCs Frequency - 4 times $67/(92 \times 4) = 18.21\%$
 Frequency - 12 times $67/(92 \times 12) = 6.08\%$
 Extraordinary = $30/266 = 11.28\%$; No reply = $6/266 = 2.26\%$

QUESTION 16	YES	NO	NO REPLY	TOTAL
No. of answers	49	39	4	92
Percentages	53.26	42.39	4.35	

- * 1 to 2 ordinary GAs per year : normal - 87/184;
- * 30 extraordinary GAs for 92 Village Tons, i.e. less than one extraordinary GA per year per organization;
- * 4 to 12 ordinary BD meetings, i.e. 368 to 1,104 for the 32 Village Tons, of which only 76 were held;
- * the same was the case for SC meetings of which 67 only were held, out of the 368 to 1,104 in all;
- * no extraordinary sessions of BDs and SCs;
- * 53.26% confirmed that they did prepare minutes and 42.39% said they did not.

-- Respect of terms of office of BD office bearers :

QUESTION 17	0-1	2-3	4-5	6-8	8 plus	No Reply	TOTAL
Term/Year							
No. of replies	24	29	8	19	10	2	92
Percentages	26.08	31.52	8.69	20.65	10.65	2.17	

QUESTION 18	1	2	3	Do not respect	No Reply	TOTAL
Term/Year Body						
BD	8	6	55	14	9	92
SC	8	6	55	14	9	92
% BD-SC	8.70	6.52	59.78	15.22	9.78	

- * 75% abide by the regulatory term of office of 1 to 3 years and 15.22% do not abide by it.

These results go to show that the statutory meetings and sessions of Village Tons are not respected, and that it is even less so in the case of extraordinary meetings and sessions.

In most cases, meetings are not supported by any minutes, basically due to illiteracy.

-- Transactions and system governing them :

Questions 19	Own Funds	Fixed term	No answer	TOTAL
No. of answers	85	46	2	133
Percentages	63.91	34.59	1.50	

Question 20	Weekly	Monthly	Fort-nightly	Quart-erly	Half-yearly	Ann-u-ally	No Reply	TOTAL
No. of answers	6	15	6	5	18	46	17	113
Percentages	5.31	13.27	5.31	4.42	15.93	40.71	15.04	

Answers to questions 18 to 20 show that:

- * 63.91% are carried out with the fons' own funds;
- * 34.59% are carried out with the help of short-term credit;
- * As far as stock rotations are concerned: 40.71% are annual, 13.27% are monthly, 5.31% are weekly or fortnightly and only 4.42% are quarterly in nature.

-- Management and monitoring of documents and relations with third parties :

QUESTION 21	YES	NO	NO REPLY	TOTAL
No. of answers	81	7	4	92
Percentages	88.04	7.61	4.35	100

QUESTION 22	Coop Ton	Asso-ciation	Nega-tive	No reply	Others	TOTAL
No. of replies	3	13	18	41	12	20
Percentage	2.8	12.15	16.82	38.32	11.21	18.69
						107
						100

- * 88.04% acknowledged that they did monitor and check management documents and only 7.75% did not;

- * business relations:
 - + 2.8 to 16.82% have business relations with Cooperatives and Village Associations as against 38.32% which do not;
 - + 18.69% have business relations with other partners or economic operators.

Thus, this statistical data obtained from all the agro-pastoral areas in the country confirms that the performance of Tons is inadequate, bearing in mind:

- * the lack of knowledge of the legal frame-work and lack of command over statutes and rules of procedure, both characterized by internal problems within the Tons and the non-functionality of administrative management and supervisory bodies;
- * the slow pace of transactions and low levels of inter-cooperation with regard to transactions with third parties;
- * the evils of illiteracy which hinder the emergence of neo-literates who would be able to play dynamic roles.

* 6.1.2.6 - Advantages and benefits of Village Tons :

Question 23	YES	NO	No reply	TOTAL
No. of replies	91	0	1	92
Percentages	98.91		1.09	100

Question 24	1	2	3	4	5	6
No. of replies	12	20	20	3	45	23
Percentages	5.50	9.17	9.17	1.37	20.64	10.55

Question 24 (Cont'd)	7	8	9	10	11	12
No. of replies	17	9	3	2	35	2
Percentages	7.79	4.12	1.37	0.91	16.05	0.915

Question 24 (Cont'd)	13	14	15	16	17	18	TOTAL
No. of replies	3	9	2	4	6	3	218
Percentages	1.37	4.12	0.91	1.83	2.75	1.37	

1-credit/loans; 2-literacy; 3-promotion of agriculture; 4-promotion of cattle-breeding; 5-community facilities (socio-health); 6-self-sufficiency in food; 7-essentials; 8-advantageous prices; 9-subsidies; 10-promotion of fishery; 11-improvement of internal relations; 12-improvement of external relations; 13-No replies; 14-education; 15- rebates/discounts/commissions; 16-facilities/ amenities; 17-curbing rural exodus; 18-income increase.

Answers to questions 23 and 24 were as follows:

- * 98.91% believed that the Ton was beneficial for members as against 0% who did not agree;
- * and 1% failed to reply.

There is therefore nothing to be said concerning the subordinate question dealing with justifications for negative replies.

The advantages members gain from Tons were diverse and numerous. Of 218 twin answers, the highest percentages were:

- * 20.64% for community facilities;

- * 16.05% in the context of the improvement of community welfare and that of inter-personal relations between villagers;
- * 9.17% in the context of the fight against illiteracy, the emergence and practical use of neo-literates within organizational bodies, and other village-level socio-economic and cultural fields;
- * 7.71% in the frame-work of the supply of essential commodities to members;
- * 5.5% in the fields of collection of savings and distribution of small rural loans.

* 6.1.2.7 - Sources, nature and forms of financing :

Question 25	Food self-sufficiency	Sponsors	NGOs	IOs	Others	TOTAL
No. of replies	93	41	30	6	8	178
Percentages	52.24	23.03	16.85	3.37	4.49	

Question 26	Loans	Subsidies	Grants	Inheritance	Negative	No Reply	TOTAL
No. of replies	43	31	12	0	5	2	93
Percentages	46.23	33.33	12.90	0	5.37	2.25	

Question 27	Cash	Kind	Services provided	No Answer	TOTAL
No. of replies	113	44	172	2	176
Percentages	64.20	25	9.66	1.14	

The most important sources of finance are :

- * self-financing (52.24%);
- * the help of sponsors (23.03%) and NGOs (16.85%).

Funds of three (3) different kinds have been recorded: various loans (46.23%), subsidies (33.33%) and grants (12.90%).

It must be noted that 5.97% do not use these forms of financing and that 2.25% failed to reply, something which cannot be dismissed and calls for a more detailed inquiry.

The forms of funding are mostly based on cash purchases (64.20%), loans or in kind (25%) and various State technical services or those from outside partners.

These replies, focussed on the financial aspects, were on the whole positive, leading to the conclusion that farmers depend a great deal more on their own resources (52.24%, 46.33% and 64.20%) as compared to their urban brethren, but these funds remain inadequate for stimulating any truly sustained and dynamic economic progress.

* 6.1.2.8 - Partnership :

Question 28	Good	Bad	No reply	TOTAL
Number of replies	83	6	3	92
Percentages	90.25	6.5	3.26	

Question 29	NGO	IO	CCA	Other Sources	NADB	Gen. public services	No reply	TOTAL
No. of replies	51	23	72	53	51	6	3	259
Percentages	19.69	8.88	27.82	20.46	19.69	2.32	1.16	

Question 30	YES	NO	No reply	TOTAL
No. of replies	75	15	2	92
Percentages	81.52	16.30	2.22	

The replies to questions 28 to 30 led to the conclusion that, on the whole, partnership is considered satisfactory.

- * 90.25% found that they enjoyed healthy socio-economic relationships, 6% felt they were bad and 3.86 failed to reply;
- * 81.52% were satisfied with their partners, 16.30% were not and 2.22% failed to reply;

* on the whole, the CCA (27.82%), the other State technical services (20.46%), the NADB (19.69%), the NGOs (19.69%) and the IOs (2.88%) are, so far, the dominant partners of Village Tons.

* 6.1.2.9 - Investments :

Question 31	1	2	3	4	5
No. of replies	20	23	16	34	11
Percentages	11.05	12.71	8.84	18.78	6.08

1-Health Centre; 2-Local School; 3-Agro-sylvo-pastoral;
4-(Own Premises?); 5-Workshop.

Question 31 (Cont'd)	6	7	8	9	TOTAL
No. of replies	8	2	28	39	181
Percentages	4.42	1.10	15.47	2.51	

6-Sinking (wells); 7-Facilities/equipment; 8-Literacy Centre;
9-Training.

Question 32	1	2	3	4	5	6
No. of replies	0	83	12	52	2	48
Percentages		29.43	4.25	0.71	17.02	10.64

Question 32 (Cont'd)	7	8	9	10	11	TOTAL
No. of replies	8	30	21	24	2	282
Percentages	2.84	10.64	7.46	8.51	0.71	

1-Bare land; 2-Sales store (shop); 3-Office (main office);
4-Literacy Centre; 5-Evacuation Area; 6-Facilities;
7-Housing - Temporary shelter; 8-Infrastructure; 9-No reply;
10-Health Centre; 11-Training Centre, School.

Once again, socio-economic investments have a major share in the category of immediately productive investments, i.e. facilities and basic inputs. In other words:

* 11.05% to 21.54% for socio-economic works like health centres, schools, literacy and training centres and the construction and equipping of main offices premises;

- * and only 1.10 to 8.8% of investments are set aside for workshops, sinking wells, equipment and agro-sylvo-pastoral schemes. The same phenomenon can be seen, and in the same percentages, in the category of fixed assets.

However, Village Ton members are still deeply concerned about the need for training; in fact, the answers received to question 33 need no comment:

QUESTION 33	No	Literacy	Post-Literacy	No Reply	TOTAL
No. of replies	2	85	64	4	155
Percentage	1.29	54.83	41.29	2.58	

Question 33 (Cont'd)	1	2	3	4	5	6	7	TOTAL
No. of replies	29	41	12	43	12	11	25	173
Percentages	16.76	23.69	6.93	24.85	6.93	6.35	14.15	

1-Promotion of agriculture; 2-Management; 3-Health; 4- Training, Education; 5-Environment; 6-Stock management; 7-Marketing.

- * only 1.29% do not participate in any literacy schemes;
- * 54.83% are already participating and 41.29% are in the post-literacy phase;
- * 2.58% failed to reply.

The fields selected for training are quite varied and are focussed on the following basic themes:

- * agricultural promotion 16.76%;
- * management in general 23.69%;
- * improvement of health and surroundings 6.93%;
- * marketing and storage of produce 14.45%;
- * cooperative training and education of members 24.85%.

The need and desire for all kinds of investments can be felt in all the Tons and is a reflection of the keenness of farmers to improve their social and economic conditions. These investments are normally low, and are basically social in nature.

* 6.1.2.10 - • Appraisal of socio-economic environment and possible risks faced by Tons :

Question 34	NO	Drawback	No reply	TOTAL
No. of replies	70	3	19	92
Percentages	76.09	3.26	20.65	

Question 35	YES	NO	No reply	TOTAL
No. of replies	76	15	1	92
Percentages	82.61	16.30	1.09	

Question 35	1	2	3	4	5	6
No. of replies	20	4	1	1	5	1
Percentages	25	5	1.25	1.25	6.25	1.25

Question 35	7	8	9	10	TOTAL
No. of replies	28	12	6	2	80
Percentage	35	15	7.5	2.5	

1-Cohesion-entente; 2-Democracy; 3-Free competition; 4-Moral quality (integrity, frankness); 5-Backward environment; 6-Creation/development of associations and groupings; 7-No reply; 8-Commitment, attachment; 9-Tradition; 10-Decentralization.

Question 35	1	2	3	4	5	6	7	8	9	10
No. of replies	2	2	1	2	1	6	1	6	1	2

1-Unhealthy social climate; 2-Illiteracy; 3-Weight of taxes; 4-Withdrawal of the State; 5-surge in no. of private companies; 6-Individualism; 7-Problem of sources of finance; 8-Interference of parties; 9-No reply; 10-Ill-understood.

NB : Not quantified later; only indicative of cultural and socio-economic environment.

The explanations given to justify affirmative and negative answers to the parameters contained in questions 34 to 35 are rich in information:

- * non-payment of debts is the principal source of disputes;
- * 82.61% found that the present environment may be favourable to the stimulation of Tons thanks to the democratic practices that multi-partyism has brought with it, the advantages of free enterprise/competition and greater and more substantial commitment on the part of members to their enterprise;
- * 16.30% felt that:
 - + the environment was very unfavourable;
 - + there is an inadequate understanding of the problems of change;
 - + the withdrawal of the State was disquieting and too fast;
 - + the multiple increase in the number of companies and associations has made the environment unhealthy and aggressive;
 - + illiteracy and the lack of funds for cooperative projects is worsening the problem of re-launching Ton activities due to the fierce and growing competition between economic operators.

* 6.1.2.11 - Prospects of Village Tons as viewed by the subjects of the Survey :

Question 36	1	2	3	4	5	6	7
No. of replies	61	30	55	22	4	7	12
Percentages	25.31	12.44	22.82	9.12	1.65	9.90	4.97

Question 36 (Cont'd)	8	9	10	11	12	TOTAL
No. of replies	5	7	11	8	19	241
Percentages	2.07	2.90	4.56	3.31	7.88	

1-Reprieve from worry; 2-Dependance; 3-Confident about the future; 4-Expansion; 5-Innovation; 6-Self-financing; 7-Facilities; 8-Complementarity; 9-Investment in property; 10-No reply; 11-Food self-sufficiency; 12-Training.

The replies to question 36 led us to conclude that there is some concern about the future of the Tons. The expansionist character,

the dependance of Tons on State structures organizations, inadequate inter-cooperation or the lack of complementarity were the reasons 25.31% of those surveyed gave for this concern.

However, the 28.59% who still have faith in the dynamic future of Tons based their hopes on the strengthening of self-financing and of productive facilities which would guarantee growth, through appropriate investments for food self-sufficiency and year-round training and education of members.

* 6.2 - *Village Associations (VAs) :*

The questionnaire contained 20 questions - of which 8 were open, 6 closed and 6 semi-closed - aimed at measuring the following parameters for 141 of the VAs surveyed.

* 6.2.1 - Business of VAs :

Questions 1 to 4 were set aside for studying this parameter.

-- Degree of belonging of members and their reasons for answers in the negative :

Question 1	Yes	No	No reply	TOTAL
Number of replies	110	29	2	141
Percentage	78.01	20.56	1.41	

Question 1	1	2	3	4	5	6	7	8	TOTAL
Justification									
No. of replies	4	6	3	2	3	1	9	1	29
Percentages	13.79	20.68	10.34	6.89	10.34	3.44	31.03	3.44	

1-different trends; 2-interest groups; 3-payment of membership fees; 4-mistrust; 5-membership condition; 6-ignorance; 7-No reply; 8-lack of motivation.

The trends recorded were:

- * 78.01% or 110 replies acknowledged that the VA concerned the entire village;
- * 20.56% or 29 replies said the reverse;
- * 1.41% or 2 replies gave no justification.

The various trends and interest groups (13.79 to 20.68%), the problems in payment of membership fees and other community charges and illiteracy (3.44 to 10.34%) led to the lack of motivation and faith (3.44 to 6.89%). The above statistics demonstrate the enormous attachment of farmers to their village associations.

Question 2	Yes	No	No reply	TOTAL
Number of replies	97	39	5	141
Percentage	68.79	27.65	3.54	

Question 1 Justification	1	2	3	4	5	6	7	8
No. of replies	10	6	7	10	34	9	16	3
Percentages	7.75	6.20	5.43	7.75	26.36	6.98	12.40	2.32

Question 2 Justification (Cont'd)	9	10	11	12	13	14	TOTAL
No. of replies	18	1	1	8	3	1	129
Percentage	13.85	0.77	0.77	6.20	2.32	0.77	

1-exchange of information; 2-help in management; 3-common field; 4-infrastructure; 5-community interest work; 6-negative; 7-No reply; 8-environment; 9-investment in human resources; 10-conflict solving; 11-education, health; 12-marketing; 13-loans and deposits; 14-provision of services.

The existence of other village-level organizations like traditional youth and women's groups or special groups independent of the VA, for example village-level social or health security organizations, or environmental organizations, etc., complement the economic and social objectives of VAs in the following fields:

- * common interest rates (26.36%),
- * investment in human resources and work in community interest fields (12.4 to 13.95%),
- * various infrastructural facilities (7.75%),
- * exchange of information and experience (7.75%),
- * management and preservation of village environment (6.20%),
- * and economic factors like marketing, disbursement of credit and provision of services - 2.22 to 2.40%.

-- The existence of programmes and provision of services :

Question 3	Short term	Medium term	Long term	No reply	TOTAL
No. of replies	121	54	30	3	208
Percentage	58.17	25.96	14.42	1.44	

Question 4 Justification	1	2	3	4	5	6	7	8
No. of replies	15	45	62	15	2	27	13	5
Percentages	5.77	17.31	23.84	5.77	0.77	10.38	5	1.92

Question 4 (Cont'd)	9	10	11	12	13	14	TOTAL
No. of replies	9	34	11	12	6	4	260
Percentage	3.46	13.08	4.23	4.62	2.31	1.54	

1-Literacy, training; 2-agriculture; 3-marketing, supplies;
4-Hydro-agricultural works; 5-Projected operations account;
6-equipment; 7-no reply; 8-health; 9-Savings, loan;
10-infrastructure; 11-social mutual assistance; 12-environment;
13-cattle-breeding; 14-handicrafts.

Answers to questions 3 and 4 demonstrate the existence of various programmes - short-term (58.17%), medium-term (25.96%) and long-term (14.42%) as well as the large number and variety of services they offer to the various VA members, among which:

- * marketing and supplies - 23.84%;
- * agro-sylvo-pastoral promotion - 17.31%;
- * improvement of infrastructure - 13.08%;
- * various community or individual facilities - 10.38%;
- * illiteracy, health and amenities - 3.46 to 5.77%.

It may be said that Village Association members understand the meaning and objectives of their business. There is no rivalry between them and traditional forms of groupings still persist in their villages.

* 6.2.2 - Degree of organization of VAs :

-- Composition of office bearers of BDs, SCs and proportion of youth and women in these bodies :

Questions 5 to 7 were aimed at assessing this parameter.

Question 5	Yourselves	General Public Services	No reply	TOTAL
No. of replies	141	0	0	141
Percentage	100			

Question 6	1	2	3	4	5	6	7	8	9
No. of replies	11	107	76	60	93	41	36	21	5

Question 6 (Cont'd)	10	11	12	13	14	15	16	17	18
No. of replies	70	4	21	2	2	2	1	35	1

Question 6 (Cont'd)	19	20	21	22	23	24	25	TOTAL
No. of replies	5	1	4	1	1	14	14	649

1-Honorary Chairman; 2-Chairman; 3-Vice-Chairman; 4-Secretary; 5-Treasurer; 6-Organizer, Commissioner of conflicts; 7-Auditor; 8-Storekeeper; 9-Sales Assistant; 10-Supply Officer / Trade in-charge; 11-No reply; 12-Production officer; 13-External relations; 14-Activity leader; 15-Equipment Chief; 16-Deputy Treasurer; 17-Equipment in-charge; 18-Social affairs; 19-First-aid worker; 20-Processing and Weighing; 21-Recovery agents; 22-Secretary-Literacy; 23-Information Secretary; 24-BD; 25-SC; Total VAs - 70, 52 Chairmen.

Question 7	Youth	Women	Negative	No reply	TOTAL
No. of replies	58	127	3	0	188
Percentage	30.85	67.55	1.6		

Negative: neither women nor youth.

Most Village Associations surveyed gave us the statutory number of each of the two (2) bodies (i.e. 10 to 11 members in BDs and 5 to 6 members in SCs). And 30.85% of youth and 67.55% of women are

elected to these bodies. However, 1.60% of these bodies do not have any women or youth among their members, although a decade ago, their emergence in these bodies seemed impossible. Even more striking is the choice of officials within these administrative, management and supervisory bodies, a choice which is made entirely (100%) by the members themselves.

All these statistics put together lead us to conclude that VAs are well aware of their Statutes and Rules of Procedure.

* 6.2.3 - Various activities :

Questions 8 to 11 allow us to assess these.

Question 8	Yes	No	No reply	TOTAL
Number of replies	130	9	2	141
Percentage	92.20	6.38	1.42	

Question 8 (Cont'd)	Yes	No	No reply	TOTAL
Number of replies	115	5	10	130
Percentage	88.46	3.85	7.69	

As for the existence of documents and their upkeep:

- * 92.24% confirmed that they had management documents;

Question 9	Yes	No	No reply	TOTAL
Number of replies	127	11	3	141
Percentage	90.07	7.80	2.13	

Question 9	Yourselves	Through others	Twin answers	TOTAL
No. of replies	57	3	67	127
Percentage	44.88	2.36	52.76	

For assessment and procedures used to that end:

- * 6.38% had none;
- * and 1.42% failed to answer.

- * 88.46% said they were well done;
- * 3.85% said the reverse;
- * 7.69% failed to answer.

The justifications given by those who replied in the negative were as follows:

- * illiteracy;
- * lack of knowledge of texts and documents;
- * missing or inadequate documents or information;
- * non-functionality of VAs and internal bodies.
- * 90.07% do carry out assessments, of which 44.90% do them themselves, 52.76% through joint auditing activities with third parties and 2.36% get others to carry them out independently (CCA, MTDB - Malian Textile Development Board- and other partners).
- * 7.80% do not have any at all.

Question 10	Yes	No	No reply	TOTAL
Number of replies	132	9	0	141
Percentage	93.62	6.32		

Question 11	Yes	No	No reply	TOTAL
Number of replies	125	16	0	141
Percentage	88.65	11.35		

uTAL

Answers to questions 10 and 11, related to the abilities of leaders and the use of neo-literates within the official bodies, were as follows:

- * 93.62% of the 141 VAs surveyed found that the leaders of their BDs and SCs were competent and 6.32% believed the reverse was true;
- * 88.65% of the 141 VAs surveyed used neo-literates within their official bodies and 11.35% did not use them at all.

It may be said that activities are performed fairly well within VAs who use neo-literates, thanks to whom the upkeep of documents is

satisfactory. However, problems are faced by VAs which have no literacy or post-literacy schemes.

6.2.4 - Resource management and its impact :

Answers to questions 12 and 13, set aside for this parameter, led to the following statistical results:

-- Funding:

Question 12	Self-financing	NGO	Sponsors	IO	Partners	Others	No reply	TOTAL
No. of replies	118	23	64	9	65	14	2	295
Percentage	40	7.80	21.69	3.05	22.03	4.75	0.68	

The percentages for the 295 twin answers were:

- * 40% for self-financing;
- * 22.08% for other partners (governmental/private);
- * 21.69% for sponsors;
- * 7.80% for NGOs;
- * 3.05% for IOs.

The intervention of sponsors, NGOs and IOs seems more significant here than with Cooperatives or Tons. It is quite low as compared with the percentage for self-financing (40%) or with aid from local partners (22.03%).

This trend is extremely informative about the possible roles that these external partners really play in the economic development of the country.

-- Their impact :

Question 13	1	2	3	4	5	6	7	8
No. of replies	6	18	13	1	10	29	6	1
Percentage	3.47	10.40	7.51	0.58	5.78	16.76	3.47	0.58

Question 13 (Cont'd)	10	11	12	13	14	15	TOTAL
No. of replies	2	2	2	20	61	1	371
Percentage	1.16	1.16	1.16	11.56	35.26	0.58	0.58

1-minor equipment; 2-moped; 3-handcart; 4-fan;
 5-wheelbarrow; 6-weighing scale; 7-working cattle; 8-cutting
 machine; 9-plough; 10-mill; 11-refrigerator; 12-No reply; 13-Nil;
 14-motorized cultivator; 15-motor pump.

They remain too low for any dynamic production or productivity and
 may be summarized as:

- * minor means of trade: weighing scale (16.76%) and small
 equipment (83.47%);
- * minor means of production and transport: mopeds (10.40%),
 handcarts (7.51%), ploughs (1.16%), working cattle
 (3.47%), motorized cultivators (0.58%);
- * heavy machinery is lacking (tractors, trucks);
- * more than 35.26% do not have any logistical means of
 support.

Management of resources requires a great deal of research for
 greater dynamism. As in the case of the Tons, in the VAs as well,
 management is limited to meeting the immediate social needs of the
 farmer, therefore calling for the realization and application of
 truly dynamic schemes.

* 6.6.5 - Partnership :

Question 14	Yes	No	No reply	TOTAL
Number of replies	138	3	0	141
Percentage	97.87	2.13		

Question 14	CCA	NADB	NGO	IO	OFFICE	Gen. Admin. Services
Justification						
Number of replies	51	23	72	53	51	6
Percentage	19.69	8.88	27.82	20.46	19.69	2.32

Question 14 Justification (Cont'd)	Technical Services	Projects	Others	Twinning	TOTAL
Number of replies	31	34	2	12	346
Percentage	8.96	9.83	0.58	3.47	

Question 15	Inter- dependence	Comple- mentarity	Dia- logue	Others	No Reply	TOTAL
Number of replies	69	96	109	12	3	289
Percentage	23.87	33.22	37.72	4.15	1.04	2.32

37.72

Partnership between VAs does exist, and also with other players in the field of development who offer them their assistance. The answers to questions 14 and 15 recorded for evaluating this field were:

- * CCA: 25.48%;
- * NADB: 17.92%;
- * MTDB: 10.11%;
- * NGOs: 12.71%;
- * Project: 9.83%;
- * Administration: 6.07%;
- * Offices: 2.60%;
- * Others: 0.58%;
- * Various services: 8.96%;
- * Interdependence: 23.87%;
- * Complementarity: 33.22%;
- * Dialogue: 37.72%;
- * Others: 4.15%;
- * No reply: 1.04%.

* 6.2.6 - Training :

Question 16	Literacy	Post-literacy	Negative	No Reply	TOTAL
No. of replies	69	96	109	12	289
Percentages	23.87	33.22	37.72	4.15	2.32

Question 16 Subjects	1	2	3	4	5	6	7	8
No. of replies	18	17	6	23	38	4	26	13
Percentages	7.69	7.26	2.56	9.83	16.24	1.71	11.11	5.55

Question 16 Subjects (Cont'd)	9	10	11	12	TOTAL
No. of replies	47	36	1	5	234
Percentages	20.10	15.38	0.43	2.4	

1-Stock Management; 2- Health; 3-Savings, Loan; 4-Upkeep of accounts; 5-Supplies; 6-Handicrafts; 7-Education/training; 8-Environment conservation; 9-No reply; 10-General Techniques; 11-Maintenance of tracks.

Answers to question 16 highlight not only the need for training but also the types and various subjects dealt with. The statistical results are:

- * literacy - 50.23% of 215 replies;
- * post-literacy - 40.47% of 215 replies;
- * no kind of training - 6.51% of 215 replies;
- * no answer - 2.79% of the 215 replies;
- * in the field of supplies - 16.24% of 234 replies;
- * in the field of agro-sylvo-pastoral techniques - 15.38% of 234 replies;
- * in the sphere of cooperative education, promotion and training - 11.11% of 234 replies;
- * in the field of stock management - 7.69% of 234 replies;
- * in the field of health and environment conservation - 5.55% to 7.26% of 234 replies;

- * in the field of management and upkeep of documents in national languages - 9.83% of the 234 relies.

Of the 234 twin answers, the 20.10% who failed to answer justified their stand by saying it was due to abstentions and the fact that combined and systematic literacy and post-literacy activities could only be found at one out of three VAs, and particularly in areas surrounded by offices and companies like the MTDB.

* 6.2.7 - Investments :

Questions 17 and 18 were designed to assess investments and immovable assets.

-- Investment priorities :

Question 17	1	2	3	4	5	6	7	8
No. of replies	17	30	34	32	71	15	26	33
Percentages	5.17	9.12	10.33	9.73	21.58	4.56	7.9	10.03

Question 17 (Cont'd)	9	10	11	12	13	14	TOTAL
No. of replies	45	2	13	3	4	4	329
Percentages	13.68	0.61	3.95	0.91	1.22	1.22	

1-Literacy Centre; 2-Health Centre; 3-Store; 4-Hydro-agricultural works; 5-Facilities; 6-Cattle-breeding; 7-School/Madarsa; 8-Infrastructure; 9-Supplies, Marketing; 10-Handicrafts; 11-Training; 12-Environment; 13-Office/ Local housing; 14-No reply.

Answers regarding priorities in investment (329 replies) were:

- * community and individual facilities 21.18%;
- * supplies and marketing 13.69%;
- * infrastructure and construction of stores 10.33%;
- * hydro-agricultural works 9.73%;
- * literacy centres 10.33%;
- * health centres 9.12%.

-- Fixed assets :

Question 18	1	2	3	4	5	6	7
No. of replies	53	125	6	24	8	7	7
Percentages	17.10	40.32	1.93	7.74	2.58	2.26	2.26

Question 18 (Cont'd)	8	9	10	11	12	13	TOTAL
No. of replies	8	8	22	6	6	30	310
Percentages	3.58	2.58	7.10	1.93	1.93	9.68	

1-Literacy/documentation Centre/Library; 2-Store, shop;
 3-Vaccination station; 4-Health Centre; 5-Workshop; 6-Office/HQ;
 7-Housing/Temporary shelter; 8-School/Madarsa; 9-Mosque/Church;
 10-Drilling/Wells; 11-Nil; 12-No reply; 13-Art Works.

Answers relative to fixed assets obtained (310 twin answers) were the following:

- * stores, shops 40.32%
- * vaccination stations 1.93%
- * literacy and documentation centres,
libraries and health centres 7.74% to 7.10%
- * drilling wells and building
small workshops..... 2.58 to 7.20%
- * carrying out art work
and other micro-level works 9.68%
- * offices, mosques, churches, schools,
madarsas, reception centres, and other
socio-economic works1.93 to 2.58%

The above results reveal the same trends as were found for the financial resources management parameter. It must be pointed out, however, that general amenities, training and other forms of productive investment are more numerous and more significant than is the case with Village Tons or Cooperatives, where socio-economic works appear to be the priority.

* 6.2.8 - Problems and constraints :

Question 19	1	2	3	4	5	6	7
No of replies	62	59	1	11	28	6	7
Percentages	20.19	19.22	0.32	3.58	9.12	1.95	2.28

Question 19 (Cont'd)	8	9	10	11	12	13	14
No of replies	29	8	3	1	44	19	3
Percentages	9.45	2.61	0.98	0.32	14.33	6.19	0.98

Question 19 (Cont'd)	15	16	17	18	19	20	TOTAL
No of replies	2	15	2	1	5	1	307
Percentages	0.65	4.88	0.65	0.32	1.63	0.32	99.97

1-Financial crisis; 2-Logistics/facilities; 3-Land-related problem; 4-Debt recovery; 5-Training and education problem; 6-Lack of cohesion/mobilization; 7-Lack of spare parts; 8-Shortage of water; 9-High interest rates on loans/access to loans; 10-Misappropriation of funds; 11-No reply; 12-Supplies; 13-Selling; 14-Rural exodus; 15-Plant pests; 16-Health; 17-High rates of taxes; 18-Cumbersome administration; 19-Managerial staff; 20-Animal health.

Answers to question 19 led us to the following conclusions:

- * an overall financial crisis worsened by problems in recovery of various debts;
- * inadequate facilities, logistical means and spare parts;
- * problems in procurement of essential supplies and inputs;
- * problems in finding outlets (selling) for products marketed;
- * increasing training, promotion and education needs of leaders and members not met;
- * problem of remoteness of villages and cultural zones;
- * pests of all kinds - crops, harvests, animals - and protection of human health;
- * rural exodus;

- * misappropriation of funds, non-existent in the countryside, until recently;
- * shortage of underground or surface water in some villages.

* 6.2.9 - Prospects :

Question 20	1	2	3	4	5	6	7	8
No. of replies	4	12	37	39	6	12	11	4
Percentages	1.76	5.26	16.30	17.18	2.64	5.29	4.85	1.76

Question 20 (Cont'd)	9	10	11	12	13	14	15	TOTAL
No. of replies	16	6	22	25	16	17	0	227
Percentages	7.05	2.64	9.69	11.01	7.05	7.49	0	100

1-Relief from worry; 2-Dependence; 3-Faith in the future;
 4-Expansion; 5-Innovation; 6-Self-financing; 7-Facilities;
 8-Complementarity; 9-Investment; 10-Food self-sufficiency;
 11-Training, Education; 12-Consolidation of assets;
 13-Marketing/supplies; 14-Social cohesion; 15-No reply.

Answers to question 20, set aside for the examination of this parameter, led to various testimonies full of hope but also anxiety.

The 227 twin answers to the question led to the following results:

- * expansion of VAs 17.18%;
- * faith of members in the future,
through their VAs 16.30%;
- * consolidation of assets 11.01%;
- * strengthening and intensification
of training and education
of leaders and members 9.69%;
- * improvement and enhancement of
facilities and fixed assets 4.85 to 7.05%;
- * food self-sufficiency through
good supply an marketing methods
and good social cohesion 5.29 to 7.49%.

These results show that the answers to the 20 questions designed to evaluate the VAs made no reference to the existence of several VAs within the same village.

There is a general malaise within the VAs, villages and areas surrounded by offices and companies on the one hand, and, on the other, places in which a large number of NGOs and IOs operate. In other words, a number of evils noticed at VA level do not arise from the natural behaviour of the members, but, rather, that of the various operators and managers outside this environment.

6.3. - Training personnel/managerial staff :

This questionnaire was addressed to Cooperative Action managers/officials and technical service agents of all levels. A large number of survey forms (10) were assigned in each circle to technical agents alone, since they experience, first-hand, the real problems faced by the Malian Cooperative Movement.

297 questionnaires were returned by the various teams, with more than 210 filled by Technical Cooperative Agents (TCAs) and the remaining 87 by officials and agents of DNACCOOP, DRACCOOP and CCAs. The questionnaire contained 7 open questions, 19 closed questions and 10 semi-closed questions, i.e. 36 question in all aimed at the technical and scientific assessment of the following parameters:

*** 6.3.1 - Degree of information and communication :**

Questions 1 to 3 deal with information and communication problems. The survey results go to show that information, documentation and communication are inadequate in both directions of the administrative and technical pyramid of Cooperative Action services:

-- Inadequate documentation :

Question 1	YES	NO	No reply	TOTAL
Number of replies	130	157	10	297
Percentages	43.77	52.86	3.37	

52.86% of the replies confirmed the inadequacy of documentation;

-- satisfaction with communication circuits :

Question 2	YES	NO	No reply	TOTAL
Number of replies	30	229	6	297
Percentages	20.88	77.10	2.22	

* 20.88% were satisfied;

* 77.10% were not;

* 2.02% gave no reply.

-- Justifications for affirmative and negative replies were as follows :

+ yes :

Question 2 Justification for Yes	1	2	3	4	TOTAL
No. of replies	25	22	17	3	62
Percentages	37.31	32.84	25.37	4.48	

1-No reply; 2-regular circulation of correspondence; 3-periodical meetings; 4-continuous consultation.

- + Regular circulation of correspondence (22 answers of the 67 recorded or 32.84%),
- + periodic meetings (17 or 25.37% of replies),
- + continuous consultation (3 or 4.48% of replies),
- + and no justification (25 answers or 37.31%).

+ no :

Question 2 Justification for No	1	2	3	4	5	6	7	8
No. of replies	54	27	20	77	22	70	31	25
Percentages	16.56	8.28	6.13	23.62	6.75	21.47	9.51	7.67

1-Delays (slowness) in post; 2-Problems in moving around; 3-No periodic meetings; 4-Communication monopoly; 5-No field visits; 6-Material shortages; 7-No feedback; 8-No reply.

326 twin answers were recorded and the percentages for justifications given are:

- + communication and information monopoly at DNAC00P and CCAs (77 replies or 23.62%);
- + inadequacy and shortage of human and material information and communication resources (21.47% for 70 replies);
- + tardiness or delays in the post at all levels (54 answers or 17.56%);
- + absence of feedback (31 answers or 9.51%);

- + problems in moving around (27 answers or 8.26%);
- + inadequate number of periodic meetings and field visits (6.13 to 6.75%);
- + and no justification given (7.67% for 25 replies).

It appears that the negative trend dominates this parameter and explains the information and communication crises from which the managerial staff suffers, at all levels.

The untimely unification of Cooperative Action services with the Ministries of Agriculture, Home, Employment or Wildlife (?) led to the following reactions:

Question 3	1	2	3	4	5	6	TOTAL
No. of replies	251	15	3	2	27	2	300
Percentages	83.67	5	1	0.67	9	0.66	

1-Agriculture; 2-Home; 3-Wildlife; 4-Employment; 5-No reply; 6-None.

Agriculture :

Question 3 Agriculture Justification	1	2	3	4	5
No. or replies	16	9	14	19	10
Percentages	5.01	2.82	4.38	5.95	3.13

Question 3 Agriculture Justification (Cont'd)	6	7	8	9	TOTAL
No. or replies	10	205	36		319
Percentages	3.13	64.26	11.28		99.96

1-Finance for Marketing; 2-Facilities; 3-Accountability for rural world; 4-Closer managerial staff; 5-Regular payment of salary; 6-Guaranteed logistical means; 7-Appropriate institutional framework (technical supervision); 8-No Justification given.

Question 3 Agriculture	Political purpose	Economic	Technical	No reply	TOTAL
No. of replies	61	94	173	14	342
Percentages	17.83	27.48	50.58	4.09	

83.67% or 256 replies of the 350 twin answers surveyed believed that this Ministry is the appropriate one for carrying out Cooperative Action work. Justifications given in response to Question 3 support this view.

Other Ministries :

Question 3 Home Justification	1	2	3	4	TOTAL
No. of replies	2	5	3	6	16
Percentages	12.5	31.25	18.75	37.5	

1-Regular payment of salaries; 2-Reliability of internal bodies; 3-Centralization.

Question 3 Wildlife Justification	Support	Regular Payment of salaries	TOTAL
No. of replies	2	1	3
Percentages	66.66	33.33	

Question 3 Employment Justification	No explana- tion	Decentral- ization	TOTAL
No. of replies	1	1	2
Percentages	50	50	

Question 3 Wildlife	Political reasons	Economic	Technical	No Reply	TOTAL
No. of replies	96	62	13	38	209
Percentages	67.67	6.56	3.53	22.22	

Question 3 Home	Political reasons	Economic	Technical	No Reply	TOTAL
No. of replies	96	62	13	38	209
Percentages	45.93	29.66	6.22	18.18	

Question 3 Employment	Political reasons	Economic	Technical	No Reply	TOTAL
No. of replies	105	19	20	38	182
Percentages	57.69	10.43	10.98	20.87	

For other Ministries: Home (5%), Employment (0.67%), political purposes or reasons highlighted by those surveyed were the only valid reasons given.

The survey in this field revealed that the Agriculture Ministry was the appropriate institutional frame-work within which Cooperative Action should be placed and that the longed-for accountability of the rural world that national policies have been looking for can only be achieved through:

- * managerial staff being brought closer to producers and consumers;
- * adequate facilities for all parties involved;
- * timely funding of marketing campaigns;
- * guaranteeing salaries and means of work of officials and managerial/training agents.

*** 6.3.2 - Knowledge of the Cooperative Action Movement on the part of officials and agents :**

Replies to questions 4 and 5 enabled us to assess this parameter.

Question 4	1	2	3	4	5	6
No. of replies	116	35	28	150	44	57
Percentages	57.83	6.28	5.03	26.93	7.90	10.23

Question 4 (Cont'd)	7	8	9	10	TOTAL
No. of replies	4	99	2	22	557
Percentages	0.72	17.77	0.36	3.5	100

1-Organization of rural world; 2-Accountability of farmers; 3-Transfer of scope of activities; 4-Self-management; 5-Mutual help/solidarity; 6-Cooperative training and education; 7-Policy; 8-Welfare of urban and rural communities; 9-Mobilization of internal and external resources; 10-No reply.

The analysis of the above Tables gives us the following results:

- * Of the 557 twin answers, 150 (26.93%) favoured self-promotion and self-management in the rural world as well as in the case of urban small-scale producers and consumers;
- * 116 (20.83%) favoured the organization of the rural world and of urban small-scale producers and consumers;
- * 99 (17.77%) favoured the improvement of individual and community welfare services for cooperators and Ton and VA members;
- * 57 (10.23%) were in favour of continuous cooperative training and education schemes for cooperators and farmers who are members of Tons and VAs;
- * 28 (5.03%) were in favour of accountability of producers and consumers, transfer of scope of activities and strengthening of solidarity and mutual help, particularly in the countryside.

In fact, self-promotion and self-management of their business by the people can only be brought about through their organization, their accountability, their training, the mobilization of resources, the transfer of scope of activities, the strengthening of solidarity and mutual assistance in order to safeguard and guarantee individual and community welfare.

Question 5	1	2	3	4	5	6
No. of replies	111	70	71	59	57	26
Percentages	18.56	11.71	11.87	9.87	9.53	4.35

Question 5 (Cont'd)	7	8	9	10	11	TOTAL
No. of replies	60	19	13	110	2	598
Percentages	10.03	3.18	2.17	18.39	0.33	

1-Education/Training; 2-Awareness campaign; 3-Organization of cooperative and pre-cooperative bodies; 4-Promotion; 5-No reply; 6-Respect of cooperative laws; 7-Monitoring the management of internal bodies; 8-Transfer of scope of activities; 9-Accountability of farmers; 10-Technical assistance; 11-Fund-raising.

The twin answers and justifications surveyed for the 598 replies were as follows:

- * technical assistance (18.39%);
- * cooperative education and training activities (18.56%);
- * awareness campaigns (11.71%);
- * promotional activities (10.03%);
- * accountability (2.17%);
- * transfer of scope of activities (3.18%);
- * monitoring management (0.35%);
- * fund-raising (0.33%);
- * abiding by cooperative laws and specific statutes and rules of procedure of organizations (4.35%).

A very positive similarity can be seen, indicating that the purposes and objectives ascribed to the managerial staff are well known.

* 6.3.3 - Appreciation of Cooperative Action mission :

Question 6	1960- 1968	1968- 1979	1979- 1988	1988- 1993	No Reply	TOTAL
No. of replies	155	130	119	22	10	436
Percentages	35.55	29.82	27.29	5.05	2.29	

Question 6	1	2	3	No Reply	TOTAL
No. of replies	149	169	207	12	537
Percentages	27.75	31.47	38.55	2.23	

1-Farmers' accountability. 2-Community facilities. 3-Supply, Marketing, Distribution.

The replies to question 6 were as follows, on the basis of the 426 twin answers surveyed.

- * between 1960 and 1968: 35.55%, i.e. 155 answers;
- * between 1968 and 1979: 29.82%, i.e. 130 answers;
- * between 1979 and 1988: 27.29%, i.e. 119 answers;
- * between 1988 and 1993: 5.05%, i.e. 5 answers;
- * and 2.29% failed to answer.

The last 15 years, particularly since the tax merger (1988), have been difficult years for the Movement on the whole.

Hence, the impact of the Movement in its heyday, particularly at farmer level, can be measured in terms of:

- * farmer accountability - 27.75% of 537 twin answers;
- * community facilities - 31.47%;
- * supplies and marketing - 38.55%.

Question 7 -a-	1	2	3	4	5	6
No. of replies	26	4	14	16	19	35
Percentages	8.52	1.31	4.59	5.25	6.23	11.47

Question 7 -a- (Cont'd)	7	8	9	10	TOTAL
No. of replies	175	15	1		305
Percentages	57.38	4.92	0.33		

1-Individual and collective awareness; 2-Mutual faith; 3-Change in behaviour; 4-Acquisition of knowledge; 5-Premature; 6-Inadequate; 7-No reply; 8-No farmers' accountability; 9-Don't know.

Question 7 -b-	1	2	3	4	5	6	7	TOTAL
No. of replies	46	10	40	31	172	1	1	310
Percentages	15.288	3.32	13.29	10.30	57.14	0.33	0.33	

1-Training/Education; 2-Development of initiative; 3-Premature; 4-Inadequate; 5-No reply; 6-Don't know; 7-Failure.

The answers to questions regarding farmers' accountability are:

a)- Improvement in individual and collective welfare :

- * the acquisition of knowledge (5.25% and 305 twin answers) leads to mutual faith (1.31%), individual and collective awareness (8.52%) and behavioural changes (4.59%);
- * the inadequacy of farmers' accountability (11.47%);
- * 57.38% failed to answer.

The results attest to the fact that efforts still need to be made in this field, particularly since we do not know towards which side the abstentions contained in 175 replies (57.38%) lean.

b)- In the field of the transfer of scope of activities :

- * training and education (15.28%), which have a definite impact on the development of individual or collective initiatives (3.32% of the 301 twin answers recorded), remain weak;
- * according to the more pessimistic assessments, the transfer of scope of activities (competence) is as yet premature (13.29%), inadequate (10.30%) or simply a complete failure (0.33%) of the 301 twin answers;
- * The large percentage of "no replies" (57.14%) gives one to think.

Question 8	Yes	No	No Reply	TOTAL
No. of replies	84	193	20	297
Percentages	28.28	64.98	6.73	

Question 8	1	2	3	4	5	6
No. of replies	17	4	77	27	6	31
Percentages	7.87	1.85	35.65	12.50	2.78	14.35

Question 8 (Cont'd)	7	8	9	10	11	12
No. of replies	9	8	10	10	15	2
Percentages	4.17	3.70	4.63	4.63	6.94	0.92

1-Conflict in scope of activities; 2-Dispersion of efforts; 3-No fortification; 4-Institutional instability; 5-Bad management; 6-Lack of technical and financial support; 7-Confusion; 8-Lack of information; 9-Loss of faith; 10-Unsuitable texts; 11-interference in management of farmers' business; 12-Cumbersome administration.

Question 8 yes	Organization	Training	Equipment	Awareness	No reply
No. of replies	13	6	1	14	50
Percentages	15.48	7.14	1.19	16.67	58.52

The answers to question eight (8) may be summarized as follows:

- * 84 "yes" of the 297 replies recorded, of which the 50 surveyed gave the following justifications:
 - + the organization level of farmers 15.58%;
 - + farmers' training 7.32%;
 - + farmers' equipment 1.22%;
 - + awareness of farmers 17.07%.
- * 193 "no's" of the 297 replies recorded gave the following justifications:
 - + institutional instability has engendered a conflict in scope of activities (competence) between Cooperative Action and the other State technical departments, the dispersion of the State's efforts, confusion in the context of farmers' structures and the unsuitability of texts - 4.63% to 12.50% of answers recorded;
 - + the interference of State agents and even development partners in the management of farmers' business have led to loss of faith and bad management in certain organizations - 2.78% to 6.94% of the replies;
 - + the generally cumbersome administration lies behind the lack of information and technical and financial

support, even when some plans have been made - 0.92% to 14.35%.

* 6.73% did not answer the question.

From the overall answers to Questions 6, 7 and 8, it appears that the various departmental changes within Cooperative Action have compromised the achievements of the years between 1960 and 1968. We believe that the results, which also lie behind the failures to answer (abstentions) are a proof of the degree of traumatism as highlighted by the statistical data referring to the management. Accountability as such has just begun to set in but its progress is being severely hampered by all the insufficiencies and constraints referred to earlier.

* 6.3.4 - The managerial staff's degree of commitment :

Questions 9 to 11 all refer to various reactions in this sphere.

Question 9	Yes	No	No Reply	TOTAL
No. of replies	260	12	25	297
Percentages	87.54	4.04	8.42	

* Reactions to question 9 were as follows:

- + 87.54% are convinced that the objectives of their activities are relevant;
- + 4.04% are not convinced;
- + 8.42% abstained from replying.

Question 10	1	2	3	4	5
No. of replies	16	8	190	36	39
Percentages	4.31	2.16	51.21	9.70	10.51

1-Field visit; 2-Meeting; 3-No justification; 4-Training; 5-Technical support; 6-consciousness-raising; 7-Direct promotion; 8-Nothing; 9-Partnership support.

Question 10 (Cont'd)	6	7	8	9	TOTAL
No. of replies	48	13	7	14	371
Percentages	12.94	3.50	1.89	3.77	

1-Field visit; 2-Meeting; 3-No justification; 4-Training;
5-Technical support; 6-consciousness-raising; 7-Direct promotion;
8-Nothing; 9-Partnership support.

* The response to question 10 was as follows:

- + technical support justified by the various meetings, field visits, training sessions, consciousness-raising sessions, direct promotion sessions;
- + partnership or initiatives in the face of difficulties and constraints;
- + indifference while waiting for the provision of means;
- + anxiety about the movement.

Question 11	Yes	No	No Reply	TOTAL
No. of replies	221	35	41	297
Percentages	74.41	11.79	13.80	100

* The response to question 11 was as follows:

- + yes: 74.41%;
- + no: 11.79%;
- + no reply: 13.80%.

There is some commitment, though not strong, with regard to the inadequacies, and the infrequency of training and information which justify the lowering of standards.

* 6.3.5 - Quality and quantity of means available :

Questions 12 to 14 were answered in the following manner:

Question 12	Insufficient	Sufficient	No Reply	TOTAL
No. of replies	187	59	51	297
Percentages	62.96	19.87	17.17	

* Question 12 is principally addressed to DRACUOP and CCA officials. The no replies (17.17%) amongst the 297 answers collected are easily explained:

- + no: 62.96% (insufficient);
- + yes: 19.87% (sufficient);
- + no reply 17.17%.

Question 13	Yes	No	No Reply	TOTAL
No. of replies	0	286	11	297
Percentages	0	96.30	3.70	

* The response to question 13 was as follows:

- + yes: nil;
- + no: 96.30%;
- + no reply: 3.70%.

Question 14	Insufficient	Sufficient	No Reply	TOTAL
No. of replies	2	284	11	297
Percentages	0.67	95.62	3.70	

* The response to question 14 was as follows:

- + no: 0.67% (sufficient);
- + yes: 95.62% (insufficient);
- + no reply 3.70%.

The statistical data used for measuring this parameter speaks for itself and testifies to the difficulties and the mixed attitude of the managerial staff with regard to their responses to the

parameters outlined earlier (commitment, purposes of Cooperative Action, knowledge of objectives, information). It seems clear that there is a severe lack of means of any nature and where they do exist, they are in an extremely dilapidated state. Their quality, quantity and lack of continuous availability seems to be the cause of the increasing damage suffered between 1960-1988 and 1988 to today.

* 6.3.6 - Dynamism and impact of activities of the managerial staff :

Questions 15 to 19 addressed this issue:

Question 15	Favourable	Unfavourable	No Reply	TOTAL
No. of replies	236	12	49	297
Percentages	79.46	4.04	16.50	

* The response to question 15 was as follows:

- + Favourable: 79% or 236 answers;
- + Unfavourable: 4.04% or 12 answers;
- + No reply 16.50% or 49 answers.

Question 16	1	2	3	4
No. of replies	86	51	12	13
Percentages	28.29	16.78	3.95	4.28

Question 16 (Cont'd)	5	6	7	8	TOTAL
No. of replies	32	3	70	37	304
Percentages	10.52	0.98	23.03	12.17	

1-Insufficient; 2-Necessary; 3-Non-existent; 4-Badly executed; 5-No reply; 6-Interference by political parties; 7-Well executed / Satisfactory; 8-Problems in execution.

The 304 twin answers were as follows:

- * insufficient: 28.29% or 86 answers, justified by reasons like problems in execution (12.17%), interference by political parties (0.98%) and badly-executed projects (4.28%);

* satisfactory: 23.03% or 70 answers for which no explanation is given;

* no reply: 16.78% or 51 answers.

Question 17	Yes	No	No Reply	TOTAL
No. of replies	211	77	9	297
Percentages	71.04	25.92	3.04	

* The response to question 17 was as follows:

+ yes: 71.04%;

+ no: 25.92%;

+ no reply: 3.04%.

Question 18	Yes	No	No Reply	TOTAL
No. of replies	227	31	39	297
Percentages	76.43	10.44	13.13	

* The response to question 18 was as follows:

+ yes: 76.43%;

+ no: 10.44%;

+ no reply: 13.13%.

Question 19	Yourself	Cooperators	Others	No Reply	TOTAL
No. of replies	135	200	51	44	430
Percentages	31.40	46.51	11.86	10.23	

* The response to question 19 was as follows:

+ yourself: 31.39%;

+ the cooperators: 46.51%;

+ other partners: 11.86%;

+ no reply: 10.23%.

The answers to questions 15 to 19 vouch for the fact that the impact of the Cooperative Movement was, on the whole, positive. Research in cooperative action and training should help in stimulating the Movement and making it more dynamic.

* 6.3.7 - Results :

Questions 20 and 21 were aimed at assessing the results.

Question 20	Yes	No	No Reply	TOTAL
No. of replies	196	69	32	297
Percentages	66	23.23	10.77	

* The response to question 20 was as follows:

- + yes: 66%;
- + no: 23.23%;
- + no reply: 10.77%.

a)- Justification for Yes :

Question 20 Justification Yes	aware- ness	transfer of skills	organi- zation	training	food self-suff- iciency	no reply
No. of replies	28	15	12	15	9	143
Percentages	12.61	6.76	5.41	6.76	4.05	64.41

b)- Justification for No :

Question 20 Justification No	1	2	3	4	5
No. of replies	10	8	1	6	40
Percentages	13.33	10.67	1.33	8	53.33

Question 20 Justification No	6	7	8	9	TOTAL
No. of replies	4	1	1	4	75
Percentages	5.33	1.33	1.33	5.33	

1-No justification; 2-Constraints; 3-Non-existence of apex structure; 4-Change in powers; 5-lack of means; 6-lack of participatory approach; 7-Problems in consciousness-raising; 8-No activity; 9-Lack of follow-up.

We discovered that even more than the lack of means, the results were affected to a greater extent by the lack of a participatory approach because of the change in attitude (8%) and by problems faced in creating awareness (1.33%).

Question 21	Yes	No	No Reply	TOTAL
No. of replies	211	67	19	297
Percentages	71.04	22.56	6.40	

* The response to question 21 was as follows:

- + yes: 71.04%;
- + no: 22.56%;
- + no reply: 6.40%.

With the answers and justifications for questions 20 and 21 we were able to understand that the results often expected from pre-established projects/programmes can be achieved if problems like constraints and lack of means, as well as their consequences - as highlighted in point "b" above - are reduced or permanently solved.

* **6.3.8 - Difficulties :**

Questions 22 to 24 enabled us to recognize the difficulties faced.

Question 22	Yes	No	No Reply	TOTAL
No. of replies	211	30	56	297
Percentages	71.05	10.10	18.85	

* The response to question 22 was as follows:

- + yes: 71.06%;

- + no: 10.10%;
- + no reply: 18.85%.

Question 22								
Justification Yes	1	2	3	4	5	6	7	TOTAL
No. of replies	65	40	44	31	14	5	12	211
Percentages	30.80	18.95	20.85	14.69	6.63	2.36	5.68	

1-No justification; 2-Dialogue; 3-Support from other partners;
 4-Available means; 5-Training/Education; 6-Field visit;
 7-Experience.

The different following methods were used to overcome the difficulties faced:

- * dialogue (18.95%);
- * support from other partners (20.85%);
- * optimum use of available means (14.69%);
- * training and educational sessions (6.63%);
- * field visits (2.36%) linked to experience and self-denial (85.68%).

The high percentage (30.80%) of officials and agents who did not answer this question in spite of its relevance gives one to think.

Question 23								
	1	2	3	4	5	6	7	
No. of replies	11	53	2	16	1	5	27	
Percentages	4.28	20.62	0.78	0.22	0.39	24.94	10.50	

Question 23 (Cont'd)								
	8	9	10	11	12	13	14	
No. of replies	26	10	6	6	2	3	13	
Percentages	10.12	3.89	2.33	2.33	0.78	1.17	5.06	

Question 23 (Cont'd)	15	16	17	18	19	20	21	TOTAL
No. of replies	39	6	17	4	5	1	2	257
Percentages	15.17	3.11	6.61	1.55	1.94	0.39	0.78	

1-No reply; 2-Management's lack of means for training and management staff; 3-Lack of own statutes; 4-Non-payment of congress members' salaries; 5-Negative influence of the authorities; 6-Negative influence of politics; 7-Lack of human resources; 8-Lack of training; 9-Disinterest/withdrawal of the State; 10-Lack of autonomy; 11-change in Ministry; 12-lack of proper follow-up; 13-Bad management by leaders; 14-Bad behaviour of the managerial staff; 15-Financial problems; 16-Badly organized management / department; 17-Lack of information; 18-Damaging effect of merger of membership fees; 19-Lack of any specific programme; 20-Lack of research within Cooperative Action; 21-Difficulty in collaborating with other technical departments.

In the frame-work of the survey, 21 difficulties or evils plaguing the organizations were examined, all of which seemed important according to whether they were mentioned by leaders and members of Cooperatives, Village Tones and Village Associations, or by other associative structures not falling within the ambit of the Movement but nevertheless contacted because of the opportunity presented by the particular circumstances.

The following factors (9) were selected in order to gain a better insight into the principal evils the movement is suffering from:

- * lack of means for managerial staff 20.62%;
- * various financial problems 15.17%;
- * inadequate human resources 10.5%;
- * inadequate training 10.12%;
- * non-payment of salaries and allowances ... 6.22%;
- * lack of information 6.61%;
- * bad behaviour of managerial staff 5.06%;
- * bad management by leaders 1.17%;
- * no justification 4.28%.

Question 24	Yes	No	No Reply	TOTAL
No. of replies	198	61	38	297
Percentages	66.66	20.53	12.79	

* The response to question 24 was as follows:

- + yes: 66.66%;
- + no: 20.54%;
- + no reply: 12.79%.

a)- Justification of conflicts :

Question 24 -a-	Personal	Institutional	Organizations	Structural	No reply	TOTAL
No. of replies	17	50	7	82	69	225
Percentages	7.55	22.22	3.11	36.44	30.60	

- * Personal 7.55%;
- * Institutional 22.22%;
- * Structural 36.44%;
- * Organization-specific 3.11%;
- * No justification 30.66%.

These results show that conflicts of a structural (36.44%) and institutional (22.22%) nature are the main conflicts in scope of activities or competence between the DNACCOOP and other technical departments.

b)- The kind of relationship needed with DNACCOOP and the other Technical Departments :

Question 24 -b-	Dialogue	Collaboration	No Reply	TOTAL
No. of replies	50	123	25	198
Percentages	25.25	62.12	12.63	

- * Dialogue: 25.25%;
- * Collaboration: 62.12%;
- * No justification: 12.63%.

Problems are faced in all fields - and the answers and statistics testify to this fact. However, the answers and justifications given for questions 23 and 24, as well as for questions "a" and "b" prove that these problems can be overcome if all those involved get down to it.

* 6.3.9 - Partnership :

The DNACCOOP has a certain number of bilateral and multilateral projects with development partners, as follows:

- * Project Mill (Technical and Technological Support for Women).
- * North-East Mali Project.
- * United Nations Capital Development Fund.
- * Support Project for Self-Promotion Groups.
- * Village Development Fund Project.
- * Cooperative Support to World Food Programme.
- * International Development and Research Centre.
- * United Nations Children's Fund.
- * United Nations Fund for Population Activities.
- * Support to Decentralized Communities for Participatory Development.
- * French Farmers for International Development.
- * Delta Soil Development Project.
- * Rural Promotion and Training Centre.
- * Integrated Bafoulabé Development Programme.
- * Project for the Hydro-Agricultural Development of the Daye Plain.
- * Baguinéda Area Rehabilitation programme.

- * National Programme for the Struggle against Desertification.
- * Arab Bank for Economic Development in Africa.
- * Kidal Zone Food and Income Security Programme.
- * Project Benso (Support Programme for Self-Managed Groups).

Questions 25 to 29 aimed at highlighting the partnership between the various projects and DNACOOOP on the one hand, and, on the other, between the various organizations and other technical departments of the Government and the several development partners located all over the country.

The answers and justifications given for question 25 were:

a)- Degree of collaboration with classical structures :

Question 25 (a)	Good	Fair	Bad	No Reply	TOTAL
No. of replies	80	77	38	102	297
Percentages	26.93	25.92	12.79	34.34	

Question 25 Good	Financial support	Food security	Support for training	Misc. support to structures	No reply	TOTAL
No. of replies	9	3	10	20	44	86
Percentages	10.46	3.48	11.62	23.25	51.16	

Question 25 Fair	1	2	3	4	No reply	TOTAL
No. of replies	24	12	2	19	30	87
Percentages	27.58	13.79	2.29	21.83	34.48	

1-Insufficient miscellaneous support; 2-No transparency; 3-Reliable profitability; 4-No dialogue.

Question 25 Bad	1	2	3	4	5	TOTAL
No. of replies	9	10	3	2	6	30
Percentages	19.56	21.73	6.52	4.34	13.04	

Question 25 Bad (Cont'd)	6	7	8	9	TOTAL
No. of replies	5	1	1	9	46
Percentages	10.86	2.17	2.17	19.56	

1-Marginalization of structures and managerial staff; 2-Lack of dialogue; 3-Two-headedness (Double-mindedness?); 4-Confusion in roles; 5-Sources of conflict; 6-Diktat by board; 7-Bad management; 8-Department's lack of credibility; 9-No reply.

b) - Suggestions to improve the nature of collaboration between projects and DNAC00P

Question 25 (b)	1	2	3	4	5
No. of replies	26	2	5	1	3
Percentages	32.91	2.53	6.33	1.26	3.80

Question 25 (b) (Cont'd)	6	7	8	9	10
No. of replies	6	7	6	4	5
Percentages	7.59	8.86	7.59	5.06	6.33

Question 25 (b) (Cont'd)	11	12	13	14	TOTAL
No. of replies	3	1	4	6	79
Percentages	3.80	1.26	5.06	7.59	

1-Integration of projects at all levels; 2-Equitable treatment of projects; 3-Clarification of DNAC00P's objectives; 4-Agents' career plan; 5-Flow chart of project; 6-Preparation of precise programme; 7-Rational use of agents; 8-Good communication; 9-Improvement in working conditions; 10-Participatory approach; 11-Correct follow-up and assessment of actions; 12-Enhancement of assets; 13-Accountability of heads of department, 14-No reply.

Answers with justifications given for Question 26 and dealing with future relations with nascent associations : should the managerial staff of nascent associations fall under the DNAC00P's umbrella?

Question 26	Yes	No	No reply	TOTAL
Number of replies	149	114	34	297
Percentages	50.17	38.38	11.45	

a) - Justification for "Yes" :

Question 26 Yes Justification	1	2	3	4	5	6	7	TOTAL
Number of replies	4	2	3	4	128	28	9	178
Percentages	2.25	1.12	1.68	2.25	71.91	15.73	5.06	

1-Harmonization of actions; 2-Avoid conflicts in competence (scope of activities); 3-Good organization; 4-Effective follow-up; 5-Appropriate supervision; 6-No reply; 7-By political associations and those of unions.

The dominant opinions were:

- * appropriate monitoring/supervision without associations of a political or unionist nature: 71.91%;
- * without any specific justification: 15.73%;
- * harmonization of actions, avoidance of conflict in competence, ensuring good organization and overall follow-up: 1.12 to 2.25%.

b) - Justification of "No" :

Question 26 Justification of No	1	2	3	4	5
Number of replies	7	42	5	56	13
Percentages	5.51	33.07	3.93	44.09	10.24

Question 26 (Cont'd)	6	7	8	9	TOTAL
Justification of No					
Number of replies	1	1	1	1	127
Percentages	0.79	0.79	0.79	0.79	

1-Lack of means; 2-No reply; 3-Insufficient human resources; 4-Inappropriate legislative frame-work; 5-Territorial government; 6-Social affairs; 7-Foreign affairs; 8-Agriculture; 9-Cattle-breeding.

The principal justifications were:

- * inappropriate legislative frame-work: 44.09%;
- * without any specific justification: 33.07%;
- * lack or shortage of means: 5.51%;
- * inadequacy of various resources: 3.93%;
- * negative effects of the varying administrative levels with which the DNAC00P departments have been linked: 0.79% to 10.24%.

- Regarding the level of integration of cooperatives - response to Question 27 :

Question 27	Efficiency same sector	Efficiency different sectors	Twin answer	No reply	Total
Number of replies	72	37	104	84	297
Percentages	24.24	12.46	35.02	28.28	

Justification - same sector :

Question 27	1	2	3	4	5	6	7	TOTAL
Justification (a)								
Number of replies	5	19	19	1	5	2	32	72
Percentages	6.02	22.89	22.89	1.20	6.02	2.41	58.57	

1-Defending common interests; 2-Homogeneity and similitude of needs; 3-Commonality of thought and action; 4-Avoids competition; 5-Promotes self-management; 6-Improvement of management; 7-No reply.

Justification of different sectors :

Question 27 (b)	Complemen- tarity	Dialogue Exchange	Improve- ment/Self- promotion	Opening	No Reply	Total
Number of replies	35	19	9	3	64	130
Percentages	26.92	4.61	6.92	2.30	49.23	

- Main partners and degree of appreciation :

The main partners :

Question 28	1st	2nd	3rd	Total	Percent- age
Administration	36	11	10	57	8.36
Technical Depts.	81	98	83	262	38.42
Banks and financial establishments	21	25	9	55	8.06
NGOs	19	20	15	54	7.92
Others(IOs/ UNDP Projects)	89	85	80	254	37.24
Total	246	239	197	682	100

- * the various technical departments: 38.42%;
- * IOs, NGOs and others: 37.24%;
- * general governmental bodies : 8.36%;
- * financial institutions: 8.06%.

- Degree of collaboration :

Question 29	1st	2nd	3rd	Total	Percentage
Good	141	76	54	271	43.22
Average	81	111	84	276	44.02
Bad	21	26	33	80	12.76
Total	243	213	17	627	

- * good: 43.22%;
- * average: 44.02%;
- * bad: 12.76%.

The answers and justifications given for questions 25 to 29 confirm the spirit of partnership which exists between Cooperative Action structures and other partners. However, imbalances between the classical structures and Cooperative Action projects do appear. They are often the cause of the onset of deterioration in relations between the cooperative movement, government offices and companies.

* 6.3.10 - Perception of movement in areas surveyed :

Question 30	Good	Average	Bad	No reply	TOTAL
Number of replies	34	189	45	29	297
Percentages	11.45	63.64	18.15	9.76	

- + good: 11.45%;
- + average: 63.64%;
- + bad: 18.15%;
- + no reply: 9.76%.

--- Respect of texts by leaders :

Question 31	Yes	No	No reply	TOTAL
Number of replies	66	190	41	297
Percentages	22.22	63.97	13.80	

- + yes: 22.22%;
- + no: 63.97%;
- + no reply: 13.80%.

The perception of the movement by the managerial staff is quite good on the whole, although a great deal nevertheless needs to be done to improve the working conditions of the agents and to ensure that cooperative leaders abide by the relevant legislative and regulatory texts.

*** 6.3.11 - Typology of cooperative organizations :**

Question 32	1	2	3	4	5	6
Number of replies	168	81	77	59	25	140
Percentages	19.72	9.51	9.04	6.92	2.93	16.43

Question 32 (Cont'd)	7	8	9	10	11	12
Number of replies	43	53	110	5	39	10
Percentages	5.05	6.22	12.91	0.59	4.58	1.17

Question 32 (Cont'd)	13	14	15	16	Total
Number of replies	38	1	2	1	852
Percentages	4.46	0.12	0.23	0.12	

1-Consumers'; 2-Transport; 3-Market-gardeners'/Planters';
 4-Fisheries; 5-Agro-pastoral; 6-Cattle-breeders';
 7-Multi-functional; 8-Handicrafts(Artisanal); 9-Producers';
 10-Butchers'/wholesale butchers'; 11-Construction workers';
 12-Tailors'; 13-Service; 14-Gold washers'; 15-Poultry;
 16-Marketing.

The percentages for the 16 types of cooperatives surveyed are as follows:

- * consumer cooperatives: 19.72%;
- * Cattle-breeders' cooperatives: 16.43%;
- * agro-sylvo-pastoral producers' cooperatives: 12.91%;

* other cooperatives: 0.12% to 9.51%.

* 6.3.12 - Constraints and prevailing socio-economic factors :

--- Constraints :

Question 33	Yes	No	No reply	TOTAL
Number of replies	244	114	39	297
Percentages	82.15	4.71	13.13	

- + yes, there are constraints 82.15%;
- + no, there aren't 4.71%;
- + no reply 13.13%.

The above elements seem to reflect those reached for the management's perception of the movement and justify the findings made during the assessment of the parameter concerning results.

--- Prevailing environmental factors :

Question 34	Favourable	Unfavourable	No reply	TOTAL
Number of replies	176	75	46	297
Percentages	19.53	64.98	15.49	

The socio-economic environment is perceived as:

- + favourable 59.25%;
- + unfavourable 25.25%;
- + no reply 15.48%.

* 6.3.13 - Perspectives :

--- To the question regarding whether the movement corresponds to its vocation, the following answers were recorded :

Question 35	Corresponds to its vocation	Does not correspond to its vocation	No reply	TOTAL
Number of replies	58	193	46	297
Percentages	19.53	64.98	15.49	

- + yes 19.53%;
- + no 64.98%;
- + no reply 15.49%.

These results show that the management is not at all happy with the way the cooperative movement is being steered and directed at present, neither insofar as the present contents are concerned, nor the methods employed.

--- To the question regarding the direction in which the movement should be led, the answers and suggestions were as follows :

Question 36	State-controlled structure	Autonomous structure	Others	No reply	TOTAL
Number of replies	84	188	3	22	297
Percentages	28.28	63.30	1.01	7.41	

- + State-controlled management structure 28.28%;
- + autonomous structure 63.30%;
- + no reply 7.41%.

The questionnaire addressed to the managerial/training staff is extremely rich in information. The agents remain convinced of the importance of the Movement for the development of the country, but mostly disapprove of its present manner of functioning.

6.4 - LDC-RDC Partners and Others :

The questionnaire prepared for these target groups contained seven (7) basic questions, of which 6 were open and just one semi-closed. The questionnaires which were filled in and returned concerned LDCs and RDCs as partners as well as other partners the teams came across in the field and who were not members of these two committees. They represent a scenario which can give you results which differ vastly from those obtained with the first group.

* 6.4.1 - LDC and RDC Partners :

The survey was carried out at the Local Development Committee (LDC) level of the circles the teams visited, and limited to the sub-committees dealing with the rural economy of the region as well as certain technical departments of the Bamako District.

6.4.1.1 - Perception of the Cooperative Movement :

Question 1	1	2	3	4	5	6	7	8
Number of replies	3	31	38	7	14	84	5	41
Percentages	0.88	9.12	11.11	2.06	4.12	24.7	1.47	12.06

Question (Cont'd)	9	10	11	12	13	14	TOTAL
Number of replies	10	12	19	18	56	2	340
Percentages	2.94	3.53	5.59	5.29	16.47	0.59	

1-Attachment of cooperators to these bodies; 2-Lack of adaptation and innovation; 3-Inefficiency of structures; 4-Inadequate skills of agents; 5-Lack of information and training; 6-Effective development tool; 7-Support for decentralization; 8-Support for community self-management; 9-Cooperative movement abandoned by the authorities; 10-Political tool; 11-No reply; 12- BAD OPINION ABOUT THE MOVEMENT; 13-Good opinion about the movement; 14-Commitment of agents.

The first question which addresses this aspect provided the following results:

- * Efficient tool for development: 24.70%, justified by the elements which confirm that the movement constitutes an effective support for decentralization and for community self-management;
- * Good opinion about the movement: 16.47%, strengthening the arguments put forward in the point below:

* Lack of adaptation and innovation: 9.12%, justified as follows:

- + the movement being abandoned by the authorities;
- + the movement having long been incorporated into a political tool (for more than 30 years);
- + the lack of information and training;
- + insufficient competence of agents and structures and the increasingly bad opinion of the movement by some of these partners;
- + the attachment and commitment to the Movement of the leaders and managerial/training staff.

The difficulties, constraints and problems faced are undoubtedly numerous and varied, but these statistical results, through their contents, testify to the fact that it would be a pity, both for the decision-makers and for the beneficiaries, if the movement were abandoned. In a certain sense, these opinions are a reflection of the pessimistic reactions of agents and some leaders while stating their opinion about the present conditions of the movement.

6.4.1.2 - The role(s) the Movement can play in its present form in the economic and social expansion of the country :

Question 2	Yes	No	No reply	TOTAL
Number of replies	65	171	3	239
Percentages	27.20	71.55	1.25	

- + 27.20% find that the Movement can play an effective role in its present form;
- + 71.55% do not think so;
- + 1.25% abstained from replying.

These results signify that the present structure of the Movement is of great concern to all and the percentage of those who did not give an opinion - 1.25% - speaks for itself. This concern is significant, particularly when it is expressed by people from outside the Cooperative Movement who are aware of its suitability for the protection of the interests of the poorest and most vulnerable sections of society. Thus, trends favourable and unfavourable to the Movement have been justified as follows:

a) - Justification of favourable replies :

Question 2 Justification Yes	1	2	3	4	5	TOTAL
Number of replies	3	11	3	27	27	71
Percentages	4.22	15.49	4.22	38.03	38.03	

1-Protection of small-scale producers and consumers; 2-Expertise in community organization and training; 3-Ensuring food security; 4-Ensuring economic and social welfare; 5-No reply.

- * Ensuring the food security of populations and their economic and social welfare: 42.25% (4.22 + 38.03%);
- * Expertise in community organization and training and protection of small producers and consumers: 19.71% (4.22 + 15.49%);
- * No opinion: 38.03%.

b) - Justification for unfavourable replies :

Question 2 Justification No	1	2	3	4	5	6
Number of replies	46	19	18	15	14	44
Percentages	19.57	8.10	7.66	6.38	5.96	18.72

Question 2 (Cont'd) Justification (no)	7	8	9	10	11	TOTAL
Number of replies	12	23	12	14	18	235
Percentages	5.11	9.79	5.11	5.96	7.65	

1-Negligence in organization, training and follow-up; 2-Weakness of commitment at grassroots; 3-Weak participatory approach; 4-Stifling by administration; 5-Lack of faith/confidence; 6-Lack of financial and logistical means; 7-Inadequate motivation; 8-No reply; 9-Political influence; 10-Bad management; 11-Unsuitable.

- * Negligence in organization, training and follow-up: 19.17%, justified by the inadequacy of financial and logistical means (18.72) and the lack of motivation (5.11%);
- * Movement being stifled by the public services in general and the policies involved: 6.38%, justified by the loss of faith/confidence (5.96%), the weak participatory

approach (7.66%) and the weak commitment at grassroots level, due to people's fears, hesitation and mistrust (8.10%);

- * bad management and unsuitability of policies: 12.76% (5.11 + 7.65%).

6.4.1.3 - Partners' degree of awareness and knowledge about the Movement's achievements :

Question 3	1	2	3	4	5
Number of replies	39	12	18	23	14
Percentages	17.49	5.38	8.07	10.31	6.28

Question 3 (Cont'd)	6	7	8	9	10	TOTAL
Number of replies	4	1	100	11	1	223
Percentages	1.79	0.45	44.84	4.93	0.45	99.99

1-Storehouse; 2-Literacy Centre; 3-Retail shop; 4-Equipment; 5-Art work; 6-Well; 7-Brick kiln; 8-No reply; 9-Socio-health Centre; 10-Biogas.

The answers to question three were as follows:

- * functional training and literacy: 5.38%;
- * agricultural equipment and social, health and cultural centres: 15.29% (4.98 + 10.31%);
- * productive investment and storehouses: 23.77% (6.28 + 17.49%);
- * potable water and home improvement: 2.24% (0.45 + 1.79%);
- * and those without an opinion: 21.66%.

The partners recognize the indisputable achievements of the Movement in their respective fields. Certainly, these results have seen the light of day with the help of their moral and physical support and collaboration, or their technical, financial or material assistance.

6.4.1.4. Degree of collaboration with partners for the individual and collective welfare of the people

The answers recorded for Questions 4 and 5 are:

Spheres of collaboration:

Question 4	1	2	3	4	5	6	7	8	TOTAL
Number of answers	97	24	13	89	38	19	81	13	374
Percentages	25.93	6.42	3.47	23.8	10.16	5.08	21.66	3.47	

1-Establishment of bodies; 2-Evaluation and follow-up of organizations; 3-Social assistance; 4-Technical support; 5-Training/ Education; 6-Supplies; 7-No reply; 8-Financial assistance

- * Technical support to organizations: 23.80%, accounting for cooperative education and training (10.16%), establishment of bodies (25.93%) and follow-up and evaluation of organizations (6.42%);
- * Social assistance, supplies and financial assistance to organizations: 8.55% (3.47% + 5.08%);
- * No opinion: 21.66%.

Activities carried out together:

Question 5	1	2	3	4
Number of answers	38	26	15	54
Percentages	13.15	9	5.19	18.68

Question 5 (cont'd)	6	7	8	TOTAL
Number of answers	19	82	30	289
Percentages	6.57	28.37	10.38	

1-Establishment of bodies; 2-Evaluation and follow-up of organizations; 3-Social assistance; 4-Technical support; 5-Training/ Education; 6-Supplies; 7-No reply; 8-Financial assistance.

- * Setting up of organizations and bodies; 13.50%

- * Technical support for organizations 18.68% i.e. follow-up and evaluation, social assistance and supply: 15.57% (6.57% - 9%);
- * Training and education of permanent cooperatives and financial assistance to various organizations: 19.03% (8.65 - 10.38%);
- * No answer : 28.32%.

In the light of the above results, the pessimistic trends revealed in the replies to questions 1 and 2 were somewhat mitigated with the answers given to questions 3,4 and 5, without, for all that, confirming or hiding the numerous difficulties and constraints faced presently by the Movement.

6.4.1.5. Roles played by partners :

Question 6	1	2	3	4	5	6
Number of answers	25	12	22	17	22	7
Percentages	9.19	4.41	8.08	6.25	8.08	2.57

Question 6 (cont'd)	7	8	9	10	11	12	TOTAL
Number of answers	19	13	4	17	16	98	272
Percentages	6.98	14.78	1.47	6.25	5.88	36.03	

1-Good organization of dept.; 2-Staff reduction; 3-Initiation of profitable activities and bankable projects; 4-Return to the old formula for CCA membership fee recovery; 5-Increased assistance from LDCs and RDCs; 6-Joint DNACOOOP and technical services' missions; 7-NGO participation in programmes; 8-TDRL payment by taxpayers; 9-Agents' salaries to be paid by cooperatives; 10-Use of only officials; 11-Removal of DNACOOOP and re-deployment of executives/officials.

Individual and collective efforts were made by individuals or communities either outside or within their respective committees, in order to curb or mitigate the following major problems:

- * delays or non-payment of salaries in places;
- * overall shortages or difficulty in financing cooperative programmes;
- * lack or total absence of logistical means in certain places for carrying out the various training/managerial tasks and missions properly and in a timely manner.

11 solutions - from the most radical to the most flexible - can be retained of the results thus established. The following are drawn from the remarks made by those who are thinking of:

- * the pure and simple removal of DNAC00P-DRL, implying a re-deployment of executives and other officials in other technical services where agents' salaries would be the taken care of by restructured and dynamic organizations: 7.35% (1.47 - 5.88%);
- * due reorganization of the Cooperative Action services which necessarily implies staff reduction (4.41%), initiation of profitable and durable activities and of bankable projects (8.08%), a return to the old formula of collecting CCA membership fees (6.25%), joint conduct and execution of cooperative missions by DNAC00P and diverse technical services with precise and coordinated participation of various partners involved in development: 9.55% (2.57 + 6.98%);
- * increased consecutive and concrete LDC/RDC assistance for TDRL payments by taxpayers during tours and discussion meetings as well as timely payments of salaries and funds for cooperative programmes, without constraints - i.e. 14.78%.

6.4.1.6 - Future prospects of the movement:

Question 7	1	2	3	4	5	6	7
Number of answers	5	8	9	30	12	18	19
Percentages	1.56	2.50	2.81	9.37	3.75	5.62	5.94

Question 7 (Cont'd)	8	9	10	11	12	13	14	TOTAL
Number of answers	4	23	33	14	30	73	42	320
Percentages	1.25	7.19	10.31	4.37	9.37	22.81	13.12	

1-RDC and LDC support to the cooperative movement; 2-Removal of the administration's hold on the cooperative movement; 3-Moral and material motivation of representatives; 4-Decentralization; 5-Rational use of competencies; 6-Autonomy of action and management of cooperative bodies at the grassroots level; 7-Adequate training of leaders; 8-Cooperative entrepreneurship; 9-Taking account of the socio-cultural environment of cooperators; 10-Strengthening technical and financial support; 11-Increased search for financial sources; 12-Anxiety, failure of the Cooperative Movement in Mali; 13-New orientation and injection of dynamism into the Cooperative Movement.

The following points were listed on the basis of the replies and justifications given above:

- * rational use of skills at all levels: 3.77%, motivation of agents (1.89%), continuous training and education of leaders (7.54%) and decentralization of the decision-making process and measures taken (13.1%);
- * continuous training and education of leaders and members of cooperatives (7.54%), strengthening of technical support (7.54%), increased search for financing which would allow autonomy in management and activities of the organizations (15.09%);
- * a new and dynamic reorientation of the Movement (3.77%) which would take into account all the above-mentioned aspects as well as those concerned with people's anxiety and conviction that the Movement would fail (5.66%), and, in addition, the trends which continue to believe in Cooperative Entrepreneurship (13.18%).
- * intentions unexpressed i.e. 13.20%

These leads on possible solutions must first have the unconditional support of the LDCs/RDCs as well as national decision-makers and other officials involved at all levels. The replies and justifications given indicate, on the whole, the presence of a participatory attitude amongst the different partners, since they believe that the Movement remains an effective instrument for self-organization and self-promotion of the most deprived rural and urban communities.

6.4.2 - Other partners :

The same questionnaire that was used as a survey tool was also used here; the separation of themes constitutes a more transparent approach, according to us, providing the maximum number of reactions.

6.4.2.1 - Perception of the Cooperative Movement :

Question 1	1	2	3	4	5	6
Number of answers	1	6	11	2	2	5
Percentages	2.86	17.14	31.43	5.71	5.71	14.29

Question 1 (cont'd)	7	8	9	10	TOTAL
Number of answers	1	4	2	1	35
Percentages	2.86	11.43	5.71	2.86	

1-Attachment of cooperators to organizations; 2-Lack of adaptation and innovation; 3-Inefficiency of structures; 4-Inadequacy of agents' competence; 5-Lack of information and training; 6-Effective instrument for development; 7-Support for decentralization; 8-Support for self-management of communities; 9-Abandoning of the cooperative movement by the authorities; 10-Political instrument.

Replies and justifications given for Question 1 are as follows:

- * The prevailing inefficiency of Cooperative Action structures (31.43%), which is explained by a lack of information, training, and competence of the agents as well as the abandoning of the Movement by the authorities (5.71%);
- * The lack of adaptation and innovation in the way projects are approached (17.14%);
- * An effective instrument for development (14.29%), justified by trends relating to support for decentralization and self-management of communities - 14.29% (2.86% - 11.43%) and the timid attachment of leaders and cooperators to their organization (2.86%).

6.4.2.2. - The role(s) the Movement can play in its present form in the economic and social growth of the country :

Question 2	YES	NON	TOTAL
Number of answers	5	27	32
Percentages	15.62	84.38	

* **15.62%** out of the total number of 32 replies feel that the Movement can play an important role in its present form.

Justifications given relate to the following fields:

Question 2	1	2	3	4	TOTAL
Justification of Yes					
Number of answers	1	1	1	2	5
Percentages	20	20	20	40	

1-Protection of small producers and consumers; 2-Expertise in organization and training of communities; 3-Ensuring food security; 4-Ensuring economic and social welfare.

- + protection of small producers and consumers in towns and villages (20%);
- + expertise for the organization and training of urban and village communities (20%);
- + ensuring food security for the people and their economic and social welfare (20 to 40%).

* **84.38%** say the opposite and justify it as follows:

Question 2	1	2	3	4	5	6	7	8	TOTAL
Number of replies	1	4	4	3	5	4	1	5	27
Percentages	4.55	18.18	18.18	13.64	22.72	18.18	4.55	50	

1-Negligence in organization, training and follow-up; 2-Low involvement at the grassroots level; 3-Weak participatory approach; 4-Stifling by bureaucracy; 5-Lack of faith; 6-Lack of financial and logistic means; 7-Lack of motivation; 8-No opinion.

- * loss of faith in the Movement (22.72%), underlined by the low involvement at the grassroots level (18.18%) and the weak participatory approach (18.18%);
- * bureaucratic and political stifling: 18.18%, highlighted by the insufficiency of financial and material means (18.18%), the lack of motivation (4.55%) and a greater involvement in the organization, training, education and follow-up/appraisal (4,55%);
- * those without an opinion account for 50% of the 27 replies given. This significant percentage cannot be ignored in the analysis of the situation.

6.4.2.3 - Degree of awareness and real knowledge of the Movement's achievements:

Question 3	1	2	3	4	5	6	TOTAL
Number of answers	7	3	3	1	2	2	18
Percentages	38.89	16.67	16.67	5.55	11.11	11.11	

1-Warehouse; 2-Literacy centre; 3-Vending shop; 4-Equipment; 5-Bridge; 6-Well; 7-No reply.

Eighteen replies were listed:

- * setting up of warehouses and vending shops: 55.65% (16.76 + 38.89%);
- * setting up of literacy centres: 16.67%;
- * equipment, building bridges, drilling of wells: 17.74% (6.55 + 11.19%).

These replies were drawn from 11 questionnaires out of a total of 32 questionnaires. 21 persons did not reply i.e. 65.25%. A very high percentage did not have an opinion to give.

6.4.2.4 - Degree of collaboration with partners :

Sphere of collaboration:

Question 4	1	2	3	4	5	6	TOTAL
Number of answers	14	2	2	11	12	3	44
Percentages	31.89	4.55	4.55	25	27.27	6.81	

1-Creation of bodies; 2-Evaluation and follow-up of organizations; 3-Social assistance; 4-Technical support; 5-Training/Education; 6-Supplies.

- * Setting up of organizations and their bodies: 31.82%;
- * Training, education of leaders and members: 27.27%;
- * Social assistance provision of supplies to people: 11.46% (4.65% + 6.81%);
- * Evaluation and follow-up of organizations: 4.55%.

The 44 twin replies are from 26 questionnaires out of a total of 32, i.e. 6 without replies, which gives us 81.5% of replies as against 18.35% of those without an opinion.

Activities carried out together:

Question 5	1	2	3	4	5	6	7	8	TOTAL
Number of answers	7	4	3	6	17	4	4	1	50
Percentages	14	8	6	12	34	8	8	2	

1-Creation of organizations; 2-Evaluation and follow-up of organizations; 3-Social assistance; 4-Technical support; 5-Supplies; 7-Literacy; 8-Equipment; 9-Financial assistance.

- * Supplying people with essentials, agricultural inputs and veterinary products; 34% of a total of 50 twin answers perused;
- * Setting up of bodies: 14%;
- * Miscellaneous technical support: 12%;
- * Literacy teaching of V.T. and V.A. leaders and members: 8%;

- * Supply of equipment, social and financial assistance as well as follow-up / appraisal of organizations:
8% (2 + 6%).

50 twin answers were taken from 21 questionnaires - 11 gave no replies.

6.4.2.5 - Roles played by partners :

Question 6	1	2	3	4	5	6
Number of answers	3	1	4	1	2	2
Percentages	8.57	2.86	11.43	2.86	5.71	5.71

Question 6 (Cont'd)	7	8	9	10	11	12
Number of answers	1	1	1	3	2	14
Percentages	2.86	2.86	2.86	8.87	5.71	40

1-Good organization of service; 2-Staff reduction; 3-Initiation of profitable and bankable projects; 4-Return to the old formulae for collection of CCA membership fees; 5-Increased assistance from LDCs and RDCs; 6-Joint DNACCOOP and technical services missions; 7-NGO participation in programmes; 8-TDRL payment by taxpayers; 9-Agents' salaries to be paid by cooperatives; 10-Use of officials alone; 11-Removal of DNACCOOP and re-deployment of officials; 12-No reply.

Individual and collective efforts were made to solve or moderate the following problems:

- * delays or non-payment of salaries in some places;
- * inadequacy or lack of finance for Cooperative programmes;
- * inadequacy or lack of logistical means for carrying out missions.

Proposals made were classified as follows:

- * due reorganization of Cooperative Action services - 8.57%, which can be justified by interaction of profitable activities and bankable projects: 11.43%, increased LDC/RDC assistance (5.71%), joint DNACCOOP and technical services missions (5.71%), NGO and other organizations' involvement in programmes (2.86%) and payment of agents' salaries by the cooperatives (2.86%);
- * return to the old system of issuing requests and collecting CCA membership fees and sensitizing of taxpayers: 14.29% (2.86% + 11.43%);
- * pure and simple removal of DNACCOOP-DRL and a re-deployment of executives and other officials in other services (5.71%), staff reduction (2.86%) and use of Government officials alone (8.87%).

The 35 twin answers relating to the above proposals concern 18 questionnaires, which means 60% replies of which 40% did not justify their answers, and 40% did not reply. In other words, 80% abstained. In fact, the high percentage of those who abstained on such important questions is disturbing.

6.4.2.6. - Future prospects of the Movement :

Question 7	1	2	3	4	5	6	7	8
Number of answers	2	4	1	7	2	8	4	1
Percentages	4	8	2	14	4	16	8	2

Question 7 (Cont'd)	9	10	11	12	13	14	TOTAL
Number of answers	4	4	4	3	2	7	6
Percentages	8	8	2	6	4	14	4

1-RDC and LDC support to the cooperative movement; 2-Removal of the administration's hold on the cooperative movement; 3-Moral and material motivation of representatives; 4-Decentralization; 5-Rational use of skills/competence; 6-Autonomy of action and management of cooperative bodies at the grassroots level; 7-Adequate training of leaders; 8-Cooperative entrepreneurship; 9-Taking account of the socio-cultural environment of cooperators; 10-Strengthening of technical support; 11-Increased search for financial sources; 12-Concern, failure; 13-New orientation and injection of dynamism into the cooperative movement; 14-No reply.

Twenty five (25) persons, i.e. 78.13% out of a total of 32, replied to the question and only 7, i.e. 21.87%, did not answer. The replies and justifications given enabled us to draw up the following principal ideas:

- * removal, in general terms, of the government's hold on the Cooperative Movement : 7.54%;
- * new orientation of the movement: 3.77% including continuous LDC and RDC support, moral, material and financial motivation of executives and representatives (1.89%), rational use of skills/competence (3.77%), adequate training of leaders (7.54%), autonomy of action and management of organizations (15.07%) and socio-economic and cultural environment (7.54%).
- * decentralization of actions and decision-making process (13.20%).

Replies given by other partners and their justifications are not in contradiction with those of LDC and RDC members. The comparative analysis, on the basis of the same questionnaire, proved useful for a better understanding of the LDC and RDC decision-makers' reactions on which the socio-economic and cultural promotion of our people at grassroots level is based.

VII - PROPOSALS AND SUGGESTIONS

These relate to the concerns of the mission, that is to say:

- 1 - Identification of the difficulties and constraints of the Movement;
- 2 - Defining the Movement's missions and those of Cooperative Action services;
- 3 - Adoption of a simple strategy which could be implemented immediately for re-injecting some dynamism into the Movement.

The issue is viewed at two levels: the problematics of organizations and their apex structures and that of the Cooperative Action services.

The 10th June 1968 Act No. 88-62/AN-RM and its application decree has proved to be inadequate and restrictive.

The survey has shown that disparity in monitoring bodies for the more than 2000 associations and economic interest groups with very diverse and confused contents and orientations as compared to cooperative organizations, creates a great deal of disorder and uneasiness in the minds of the people.

A Cooperative Movement Code dealing with typical cases of organization would be more flexible and appropriate for any future re-examination and would allow structures more freedom in solving their problems through their own bye-laws and specific rules and regulations.

It would make it possible to harmonize and group all forms of association under one authority as far as the legal framework is concerned, with a real spirit of collaboration and partnership with State or private structures.

The legal and institutional frame-work of the organizations could, to begin with, have 2 or 3 general codes, namely:

- a) a code for Cooperative Organizations;
- b) a code for Village "Tons" and Village Associations;
- c) a code for Associative, Community and Mutualistic bodies whose social objective would be to promote the development of goods and services which favour the economic growth of the country.

The following accompanying measures must be taken to re-inject some dynamism into the organizations once they had been revamped and

consolidated from the institutional and organizational point of view:

- * intensification of cooperative training and education at all levels;
- * regular organization of talks, debates on national media (radio, television, newspapers) between organizations and between organizations and supervisory authorities;
- * constant search for sufficient finance and equipment for Cooperative projects and programmes involving all the national and international partners;
- * simplification of management and monitoring tools so that the leaders are able to take their affairs in hand in time;
- * renewal of all the bodies (BD and SC) in order to correct any dismembering in the administrative (BD) and monitoring (SC) bodies and educate the elite amongst the leaders;
- * application of a sector-based policy, organization by organization, so as to identify major debtors and collect dues;
- * regular follow-up and appraisal, as well as respect of recommended management standards.

A large number of these objectives can be attained by the judicious use of available means and resources and by direct collaboration with the agencies and the MTDB which also trains farmers.

However, the present survey indicates that the urban cooperative organizations are more vulnerable to change than those in rural areas (VTs, VAs and rural cooperatives) which, in spite of present difficulties and constraints, are holding their own as veritable and indisputable centres of common interest, accepted by rural populations.

Finance available is inadequate as far as the national budget grant for Cooperative Action services is concerned: DNAC00P (less than 350,000 CFA Francs per quarter) and DRAC00P (200,000 to 290,000 CFA Francs per quarter).

CCA operations, TCA salaries as well as the operational budget of DRAC00P have been estimated against the Regional and Local Development Fund (RLDF). Since 1987, the rate of recovery of this fund has never crossed 30 to 40% in the south of the country and 0% in the northern region, a victim of the rebellion.

The fact that the texts governing the Malian Cooperative Movement are outmoded and no longer in tune with the socio-economic realities of the new market economy era, raises enormous legal issues at the level of organizations such as VAs and Village "Tons", especially with tax departments whose objective is to define and fix their tax contribution to the national budget.

Decentralization, which is underway in the country, and which is fully supported by the Movement, complicates the tax future of these organizations at other levels, in view of the 42 commune (district) level taxes decreed for its implementation.

The problematics of the Movement's financing are essentially based on the following lines:

a)- In the short and middle term :

- * Resource mobilization within different types of organizations once their re-organization is completed, on the basis of profitable projects;
- * Mobilization or placing of a part of the surplus in the new cooperative or mutualistic savings and credit banks (inter-cooperative financial network);
- * Rational use of external financial contributions which will assume the role of a dynamic inputs for all the geographical areas in which they develop, apart from achieving their specific objectives. In fact, the aim would be to develop complementary and symbiotic relationships for the welfare of the movement and of cooperators.
- * The RLDF in its present form must be abandoned, while the old formula for issuing, collecting, executing and justifying EXSMDR subscriptions would be ideal for a permanent, dynamic and efficient system of self-financing within the movement in all its spheres of activity;
- * State managerial/training staff must be supported by the State for correct and timely completion of its missions.

The Government should draw up and implement a clear policy which would encourage organizations in the economic, financial, technical, legal and other fields without any hold whatsoever on these enterprises or on their apex structures. There is need to clearly define taxation and tax penalty conditions which have caused the closure of a number of cooperatives.

b)- In the long term:

- * The setting up of a national fund for the promotion of community, associative and mutualist cooperatives which would include:
 - + organizational contributions through their apex body in the form of membership fees, special contributions or a deposit on current account;
 - + financial contributions in the form of grants, inheritance or government subsidies or those from partners in development;
 - + financial contributions through inter-cooperation.

It has been noticed that there is a constant reduction in the technical skills of personnel, accompanied by an endemic inadequacy of training and reorientation. This is perhaps the main reason that managerial training missions have not been able to adapt themselves to political and economic changes.

Let us discuss a few durable solutions to these difficulties and constraints:

- * restructuring of Cooperative Action Services both in content and form as well as redefinition of their specific mission and the establishment of real partnership relations with State technical services and partners in development;
- * staff readjustment and search for a permanent source of funding for want of revision of current texts on TDRL and RLDF. Financing must be autonomous and must include the operation and equipping of the new structure;
- * intensive training of officials and agents at all levels and definition of a career plan and motivational factors;
- * establishment of a permanent training and reorientation centre. This centre would organize training sessions or exchange of experiences between farmer leaders.

It is fairly obvious that in the present context of national life, characterized by political pluralism, a policy of decentralization at the experimental stage, economic liberalism, the sudden passion of the people for a more transparent and participatory form of development, the explosion of grassroots initiatives and the very complex field of rural development as the source of the principal

raw materials for industrial growth as well as food self-sufficiency as far as animal and vegetable products for the people are concerned, the preliminary measures given above are far from adequate.

To that end, urgent decisions and orientations must be taken and applied to the following fields:

1. A revision of the legal and institutional framework of the Movement, as far as the structure of organizations and State management/training structures are concerned; a clear distinction between the missions of the Movement - in actual fact constituted by the organizations - with those of the Cooperative Action Service;
2. A clear and concrete consideration and analysis of the Movement's financial difficulties especially as far as the organizational and managerial structures are concerned;
3. The definition of a simple and easy-to-apply strategy which would be comprehensible both by the leaders and the cooperators.

Results and the subsidiary justifications given with regard to the four (4) questionnaires relating to Cooperatives, Village "Tons", Village Associations and Partners in local, bilateral and multilateral development, testify to the fact that the Movement is experiencing real problems and difficulties and that it can be revived and boosted.

The State managerial structure can no longer be considered as an eternal promoter of the Movement but rather as a provisional technical assistance tool whose duration will depend on how soon competence can be transferred and on the effective establishment of the National Federation of the Cooperative Movement.

Since the process of grouping the organizations into horizontal or vertical apex structures and then finally into the National Federation is a slow one, it would be useful, at this juncture, to envisage the creation of local, regional and national consultation centres which would make it possible to assess local, regional and national policies of the Cooperative Movement, along with decision-makers and with the decentralized structures of the Cooperative Action services.

A structural and institutional revision requires much more openness and integration on the part of the Movement. This would reduce empowerment conflicts and the attitude of indifference amongst members and would lead to a better management of resources.

The strategy for the revival and rapid resurgence of the movement would include:

- * a revamping of all the Movement's components; only those organizations with a legal and economic standing would be retained; all others will be dissolved. Even the training structure must be revamped.
- * the definition of a real national financial and infrastructural policy for the Movement, both for the new-formula organizational and State structures;
- * the definition of a new legal and institutional framework in tune with the socio-economic structure of the country and an "activity research policy" would form the basis of all these innovations;
- * a national forum will be set up for an in-depth study of the proposals and suggestions made in this diagnostic analysis.

VII - CONCLUSION

It is an indisputable fact that the Malian Cooperative Movement in its present phase is experiencing numerous difficulties and is out of touch with the socio-economic realities of the country.

The causes at the root of these constraints and problems are numerous, both at the level of organizations as well as that of centralized and decentralized State managerial and training structures.

The allegiance of the Malian Cooperative Movement to the country's political parties, since 1960, and to its traditional administrative structures, has succeeded in distancing it from its technical character and its universal value system, well-known in the rest of the world.

Moreover, major politico-economic changes have always had a detrimental effect on the entire Movement but particularly through the State managerial and training staff under the supervision of the institutions in question.

This state of affairs has always bred confusion between the necessity of both urban and rural cooperative and pre-cooperative organizations which are indispensable for the social and economic welfare of the people on the one hand, and the political, organizational and management reasoning of the State structure on the other hand.

The entire phenomenon has led to a dysfunctional Movement characterized by a low level of performance.

Nonetheless, overall results and accounts rendered during the survey show that the Movement plays a vital role in the development of small producers as well as rural and urban consumers and constitutes an excellent support for the successful decentralization of structures within the country.

The Movement's historical and present expertise value in the field of organization, promotion, effective spread of knowledge and awareness among the people has also been recognized by all the partners.

Running through the entire gamut, from the most pessimist who asked for the pure and simple elimination of DNACCOOP to the moderates who thought that the situation was not so critical, it can be said that the Movement's problems are not any insuperable figments of imagination - if they are tackled forthwith.

That is why we believe that the proposals, suggestions and numerous and varied views of those covered by the survey, thus humbly used, can help us revive and revitalize the Movement expeditiously.

To begin with, the Malian Cooperative Movement must define itself on the basis of the stipulated missions of the organizations and of the State managerial/training structure.

In the long term, the definition will be limited solely to the mission of self-managed and self-performing organizations which would also take over the tasks presently devolved to governmental managerial staff.

Those covered by the survey are unanimous when they say that the worst problem with the Movement is the inadequacy of funds and other means for cooperative projects and the implementation of basic managerial missions as highlighted earlier.

Financially, the best years for the Movement as far as financial balance is concerned were from 1960 to 1986; since 1987, things have been going steadily downhill.

The organizations' own funds, which were fairly constant in the past, have deteriorated today due to bad management, insolvent debts (more than 250 million in the sole district of Bamako in the case of consumer cooperatives) and misappropriation of funds by managers and other employees.

While in the past, regional ex-MRDS budgets and quarterly grants from the national budget used to pay for managerial operations and facilities, today there are very few or no funds available for this purpose.

The problems eroding the very structure of organizations are many: non-payment of salaries and other allowances to contractual agents falling under the RLDF for such payments, constant degradation of DRACCOOP, CCA and professional agents at the grassroots level - which means leading to inactivity and a constant reduction in the performance levels not only of Cooperative Action services but also and especially of those organizations left to themselves without any support.

Contributions by NGOs, IOs and others at conditions that prevent the entire system from benefitting have created a dichotomy between the organizations they manage and others in the same geographical area which wilt and die through the lack of follow-up and assistance. Such is the sad and de-motivating ground reality discovered by the teams who conducted the survey.

Projects with outside finance, on behalf of the Cooperative Action services, and those in partnerships, have hardly had any positive effect on the Movement which is in the throes of financial and material difficulties.

Every country has a Cooperative Movement - whatever its economic or ideological leanings. Its main and universal mission is to organize those sections of society which are most vulnerable to misery and

poverty into cooperatives, community associations or mutual benefit societies. In fact, the Cooperative Movement has a more permanent role to play than that of any managerial or training staff.

Thus, the Cooperative Movement constitutes a legal and institutional frame-work for:

- a) the creation and development of cooperatives and self-promoting community or mutual benefit structures, along with their apex structures, leading to the establishment of a National Federation Movement;
- b) the protection and betterment of individual or community resources of both rural and urban small producers and consumers, in accordance with the principles of democracy, liberty, equality and ethnic, religious political neutrality, in the shared management of self-promoting enterprises;
- c) the improvement of the individual and community welfare of its members by raising their level of general and technical knowledge;

in addition, it should also:

- d) serve as a lever which would help the national economy take off, thus acting as an important and transparent structure for the democratic control of economic activities and the equitable distribution of any surplus;
- e) ensure continuous and regular information, training and education of members through appropriate, durable and progressive structures.

The National Directorate for Cooperative Action (DNACCOOP) and its decentralized departments constitute the other aspect of the Movement's legal and institutional frame-work - that of a trans-sectoral advisory and assistance body. It acts as a meeting point for all the concerned operators and officials in the following areas:

- * information and public awareness;
- * organization and structuring;
- * promotional activities, training and education;
- * follow-up, monitoring and evaluation.

Thus, DNACCOOP's mission is to:

- a) draw up the elements of the national policy which may facilitate the realization of the Movement's missions as defined above;
- b) coordinate and monitor action taken by these decentralized departments as well as by regional and sub-regional administrative authorities and other partners in development involved in the implementation of the national policy for the cooperative, self-promoting, community and mutualistic promotion of grassroots initiatives;
- c) ensure the use of regulatory legal texts;
- d) explain and interpret all questions relating to the constitution, operation and dissolution of cooperative, community or mutualistic organizations as well as to proceed with research, experimentation and spread of principles and methods related to them;
- e) inspect, monitor and certify the accounts of the various organizations and generate statistics and analyses of the Movement in general;
- d) launch promotional activities, awareness campaigns, and provide technical assistance for structures as well as technical and professional training for the administrators, controllers and managers of these organizations;
- e) proceed with the transfer of competence to the National Federation once it has been set up.

APPENDICES

APPENDIX 1: TERMS OF REFERENCE FOR THE DIAGNOSTIC-ANALYSIS MISSIONS OF THE COOPERATIVE MOVEMENT IN THE REPUBLIC OF MALI

- I. - JUSTIFICATION FOR THE PROJECT
- II. - OBJECTIVES SOUGHT
- III. - AREAS OF STUDY
- IV. - METHODOLOGY OF WORK
- V. - MISSIONS' PROGRESS

APPENDIX 2: MISSION'S TIME-SCHEDULE

APPENDIX 3: PARAMETERS

QUESTIONNAIRE FOR COOPERATIVES AND VILLAGE "TONS"
QUESTIONNAIRE FOR VILLAGE ASSOCIATIONS
QUESTIONNAIRE FOR MANAGERIAL STAFF
QUESTIONNAIRE FOR LDC AND RDC PARTNERS
FUNCTIONALITY CENTRES

APPENDIX 4: QUESTIONNAIRES

QUESTIONNAIRE FOR COOPERATIVES AND VILLAGE "TONS"
QUESTIONNAIRE FOR VILLAGE ASSOCIATIONS
QUESTIONNAIRE FOR MANAGEMENT
QUESTIONNAIRE FOR LDC AND RDC PARTNERS

APPENDIX 5: LIST OF MEMBERS OF THE NATIONAL COMMISSION

APPENDIX 1: TERMS OF REFERENCE OF DIAGNOSTIC-ANALYSIS MISSIONS OF THE COOPERATIVE MOVEMENT IN THE REPUBLIC OF MALI

I. - JUSTIFICATION FOR THE PROJECT

The project's objective is to undertake a diagnostic-analysis of the Cooperative Movement in Mali. Given the present state of affairs, the project is extremely necessary in view of the fact that the socio-politico-economic environment has greatly changed and has caused many upheavals in relations between Cooperatives and their principal partners, notably the State.

The new scenario is characterized by:

- * gradual pulling out by the State from economic activities
- * new willingness among the civil society to take charge of its own destiny
- * lack of finance for Cooperative Action activities subsequent to the merger of various rural taxes into the Regional and Local Development Fund (RLDF) and difficulties encountered in recovering these taxes.

11 - OBJECTIVES SOUGHT

The Commission set up to look into the Cooperative Movement in Mali decided to undertake an analysis of the present situation and to make certain proposals for solutions.

The objectives sought generally speaking are to:

- * specify more accurately all the aspects of the constraints faced;
- * suggest adapted strategies;
- * fix short, middle and long term objectives;
- * prepare an immediately applicable and coherent action plan.

III. - AREAS OF STUDY

Eight (8) regions in the Republic, as well as the District of Bamako.

IV. - METHODOLOGY OF WORK

The methodology proposed is based on the participatory method. It aims at involving cooperative and pre-cooperative organizations, and the managerial staff in the identification of problems, their analysis and the search for appropriate solutions.

It necessarily requires the organization of field missions followed up by meetings with the managerial staff of Cooperative Action services and of other partners directly or indirectly involved in the development process of the Cooperative Movement.

The questionnaires have been drawn up with these points in mind.

The questionnaire addressed to the organizations comprised of questions related to the:

- * degree of receptivity in the organizations;
- * functionality of bodies or the capacity of self-organization of various groups;
- * village participation (no. of members);
- * knowledge of economic functions;
- * economic impact of village projects;
- * orientation of financial resources of groups towards the establishment of a self-managed inter-village fund;
- * degree of collaboration between professional agents/groups/farmers

The questionnaire addressed to the managerial staff aims at identifying problems and suggesting appropriate solutions.

Generally speaking, the methodology of work must bring out the following information:

- * A - The Inventory of Fixtures :
 - 1) Achievements through the Movement
 - + Immobilization;
 - + Socio-sanitary infrastructure
 - + Economic performance
 - + Facilities
 - + etc.....

- 2) Locality-wise list of organizations (up to district level)
 - + Cooperatives;
 - + Village tons;
 - + Village associations;
 - + Other forms of organizations (Village Credit Banks or VCBs, mutual benefit societies etc.)
- 3) Present state of cooperative organizations
 - + Degree of functioning of different types of organizations;
 - + Appraisal criteria;
 - + Causes for the bad functioning of structures.
- 4) Assistance projects
 - + List of projects at the level of Cooperative Action;
 - + Impact of projects on the Cooperative Movement.

> 5) Socio-politico-economic context

The Cooperative Movement in the new socio-politico-economic context:

- > Pulling out by the State
- > Decentralization
- > Democratization
- > Economic liberalism

> 6) Management

- > Cooperative Action services mission
- > Staff conditions
- > Managerial staff constraints
- > Assessment of organizations' management

* B - Analysis and synthesis of proposals for solutions:

- > Functioning of cooperative organizations
- > Finance
- > Changes in the socio-economic context
- > Management
- > Projects

V. PROGRESS OF MISSIONS :

* 1) Regional level :

Meeting between all the executives/officials of the region and Chiefs of project (Regional Director, DRACOOOP executives, CCA directors):

- * Explaining the mission's objective
- * Inventory of fixtures
- * Questionnaire for managerial staff
- * Choice of organizations to be visited
- * Choice of localities to be visited
- * Programming for the meeting with the Regional Development Committee.

* 2) Circle level:

- * Meeting with the professional agents from chosen circles;
- * Processing of questionnaires by the management
- * Visiting a non-functional cooperative
- * Visiting a functional cooperative
- * Meeting with the Local Development Committee

* 3) Meeting with the Regional Development Committee:

APPENDIX 2 : MISSION'S TIME-SCHEDULE

The survey will be carried out in the Kayes, Koulikoro, Sikasso, Ségou, Mopti, Timbuktu and Gao regions, and Bamako District.

It will be conducted by a team of two (2) persons, one of whom will be the representative of DNACOOOP-DRL and the other a representative of DRACOOOP.

The time/schedule is as follows:

- Meeting of national and regional representatives at Bamako	2 days
- Trip by national representative	2 days
- Regional level visit	4 days
- Circle level visit	16 days
- Meeting with the Regional Development Committee	1 day
- Drawing up the final report	7 days

TOTAL =	32 days

of which:

- a) - all field work 25 days
- b) - office work 7 days .

APPENDIX 3: PARAMETERS

QUESTIONNAIRE FOR COOPERATIVES AND VILLAGE "TONS"

<u>NO.</u>	<u>PARAMETERS</u>	<u>QUESTIONS</u>
01	Mode of creation	1
02	Centre of interest	2 to 3
03	Organization	4 to 11
04	Legal framework	12 to 14
05	Functionality	15 to 22
06	Advantages	23 to 24
07	Sources of finance	25 to 27
08	Partnership	28 to 30
09	Investments	31 to 33
10	Risks	34
11	Constraints	35
12	Prospects	36

QUESTIONNAIRES FOR VILLAGE ASSOCIATIONS

<u>NO.</u>	<u>PARAMETERS</u>	<u>QUESTIONS</u>
01	Social object	1 to 4
02	Organization	5 to 7
03	Activities	8 to 11
04	Resource management	12 to 13
05	Partnership	14 to 15
06	Training	16
07	Investments	17 to 18
08	Difficulties/ Constraints	19
09	Prospects	20

QUESTIONNAIRE FOR LDC-RDC PARTNERS

<u>NO.</u>	<u>PARAMETERS</u>	<u>QUESTIONS</u>
01	Perception	1
02	Role	2
03	Knowledge of achievements	3
04	Collaboration	4 to 5
05	LDC/RDC role	6
06	Prospects	7

QUESTIONNAIRE FOR MANAGEMENT

<u>NO.</u>	<u>PARAMETERS</u>	<u>QUESTIONS</u>
01	Information	1 to 3
02	Knowledge of mission	4 to 5
03	Cooperative Action mission	6 to 8
04	Commitments	9 to 11
05	Means	12 to 14
06	Actions	15 to 19
07	Results	20 to 21
08	Difficulties	22 to 24
09	Partnership	25 to 29
10	Perception	30 to 31
11	Typology	32
12	Constraints	33 to 34
13	Prospects	35 to 36

FUNCTIONALITY CENTRES

- * Organization Board of Directors (BD), Supervisory Committee (SC)
- * BD-SC terms of office
- * BD-SC Duration
- * Meeting with minutes (M)
- * Rotation of stock
- * Monitoring of Management Documents
- * Transactions
- * Business relations with other organizations
- * Positive balance sheet

8) Are there any administrative texts/documents?

Yes No

9) Are they regularly kept up/updated?

Yes No

If not, why not?

10) Do you carry out any assessment exercise?

Yes No

Yourselves By others

11) How do you minimize management risks?

12) Do you know the legal and regulatory texts governing the Cooperative Movement?

13) Is there a complete file vouching for the existence of your Cooperative or your Ton?

Yes No

If not, why not?

14) Do you follow the bylaws and statutes of your Cooperative or your Ton?

Yes No

If not, why not?

15) How often do you hold meetings?

General Assembly	----
BD	----
SC	----
Others	----

16) Are your meetings approved by minutes?

17) Since how many years have the present members of the BD and the SC occupied their posts?

18) What is the term of office of your management bodies in your Cooperative or your Ton?

19) Your transactions are dealt with by:

- * Your own funds
- * Forwarded

20) How regularly are the stocks rotated?

Weekly	Monthly	Bi-monthly
Quarterly	Six-monthly	Annually

21) Is there any monitoring of your documents?

22) Does your Cooperative or Ton have any business relations with other organizations?

Cooperatives	Village Tons
Village associations	Others

23) Do you think your Cooperative or Ton is useful for its members?

Yes No

If not, why not?

24) Has the formation of your Cooperative or Ton brought you any advantages? If so, what are they?

25) Give the main sources of financing for your Cooperative or Ton?

Self-financing	Sponsors	Partners
NGOs	IOs	Others

26) What is the nature of your financing?

Loans	Subsidies	Grants	Legacy
-------	-----------	--------	--------

- 27) What form has this financing taken?
- | | | |
|------|------|---------|
| Cash | Kind | Service |
|------|------|---------|
- 28) What kind of relationship does your Cooperative or Ton have with its milieu (village)?
- 29) Who are your partners?
- 30) Are you satisfied with your relations with your partners?
- 31) What are your relations in the context of investments?
- 32) What are your fixed assets?
- 33) Have you had any training sessions in:
- | |
|-----------------|
| Literacy : |
| Post-literacy : |
- Give a few examples of subjects:
- 34) Does the formation into a Cooperative or Ton hold any disadvantages for you?
- 35) In your opinion, is the socio-economic and cultural environment in which you live favourable to the growth of the Cooperative Movement?
- | | |
|-----|----|
| Yes | No |
|-----|----|
- Explain your answer
- 36) What future do you envisage for your organization?

19) What are your major difficulties?

- 1.
- 2.
- 3.

20) What future do you envisage for your village association?

QUESTIONNAIRE FOR MANAGERIAL/TRAINING STAFF

1) Do you have appropriate documents for carrying out your mission?

2) Are you satisfied with the communication conditions within your department?

Yes

No

Justify your answer:

3) The Cooperative Action Service has undergone a number of changes within many ministerial departments. Which department has proved to be the most useful for the Malian Cooperative Movement?

Agriculture

Wildlife (?)

Home

Employment

Justify your answer:

What was the idea behind the merger of these departments?

Agriculture

Home

Wildlife (?)

Employment

- a. Political reasons
- b. Economic reasons
- c. Technical reasons

4) According to you, what are the Cooperative Action's aims?

5) What objectives have been assigned to you?

6) At what point(s) in time, was the impact of the Cooperative Movement the most perceptible?

- * 1960 - 1968
- * 1968 - 1979
- * 1979 - 1988
- * 1988 - 1993

In what field(s)?

* farmer's accountability

community facilities (shop, school, well, dispensary, maternity hospital, agricultural works machinery)

Supply, marketing, distribution etc.

7) What do you think about the process of making the farmers aware of their responsibilities?

a) for the betterment of individual and collective welfare

b) for transfer of competence on a short, middle and long term basis within the framework of self-management and self-promotion.

8) The coming together of the various ministries mentioned above - does it favour the process of making the farmers and their leaders aware of their responsibilities?

Yes

No

Justify your answer:

9) Are you convinced about the relevance of your mission?

10) What do you do to carry out this mission?

11) Do you have a real interest in your mission (job)?

12) Is the human resource cover adequate (DRACCOOP/ CCA)?

13) Do you have adequate financial means?

14) Do you have adequate material means?

15) What do you think of the implementation of the mission on research in cooperative action?

b. What sort of relationship should there be between DNAC00P and these departments?

25) DNAC00P has a certain number of bilateral and multilateral projects in conjunction with other partners in development. Name the ones in your area.

a. What is the nature of integration and collaboration between these projects and the traditional structure (decentralized services)?

Good

Passable

Bad

Justify your answer:

b. Do you have any concrete proposals for improving the nature of collaboration of these projects with the DNAC00P services?

26) Associations of all kinds were born after the events of 26th May, 1991. Should their management be DNAC00P's responsibility?

Yes

No

Justify your answer:

By some other kind of management system? Another structure? What kind? Why?

27) The cooperative sector is a definite factor of economic and social development which inevitably finds itself in the primary, secondary and tertiary sector. Would it be efficient for there to be integration :

a. between cooperatives within the same sector?

b. between cooperatives of different sectors?

Justify your answer:

28) List your different partners in order of importance.

1.

2.

3.

29) How do you evaluate your collaboration with the three partners mentioned above?

Good	Average	Bad
1.	1.	1.
2.	2.	2.
3.	3.	3.

30) How do you evaluate the Cooperative Movement in your area?

Good	Average	Bad
------	---------	-----

31) Do you think that the cooperators (leaders) respect the current legislative and regulatory texts ?

32) Give examples of the types of cooperatives in your area?

33) Are there any constraints in your work?

34) Do you believe that the (political, economic, social, cultural) environment is favourable for the growth of the Cooperative Movement?

35) In your opinion, does the present Cooperative Movement satisfy its vocation?

36) What new orientation should be given to the Cooperative Movement?

- State structure
- Autonomous structure (self management)
- Others

APPENDIX 5: LIST OF NATIONAL COMMISSION MEMBERS

1. Mr. Abdoulaye A. CISSE Agro-economist - Coordinator
2. Nampaga O. KONE Sociologist
3. Dasse TOGOLA Professor - Research & Development
4. Souleymane TRAORE Administrator
5. Bakoro BORE Agriculturist
6. Mamadou SOUNTARA Agriculturist
7. Boubacar T. TOURE Agriculturist
8. Mamadou DIAKITE Agro-economist
9. Mme. SOUKOUNA Aminata SOUMARE Animal Husbandry Engineer (Expert)