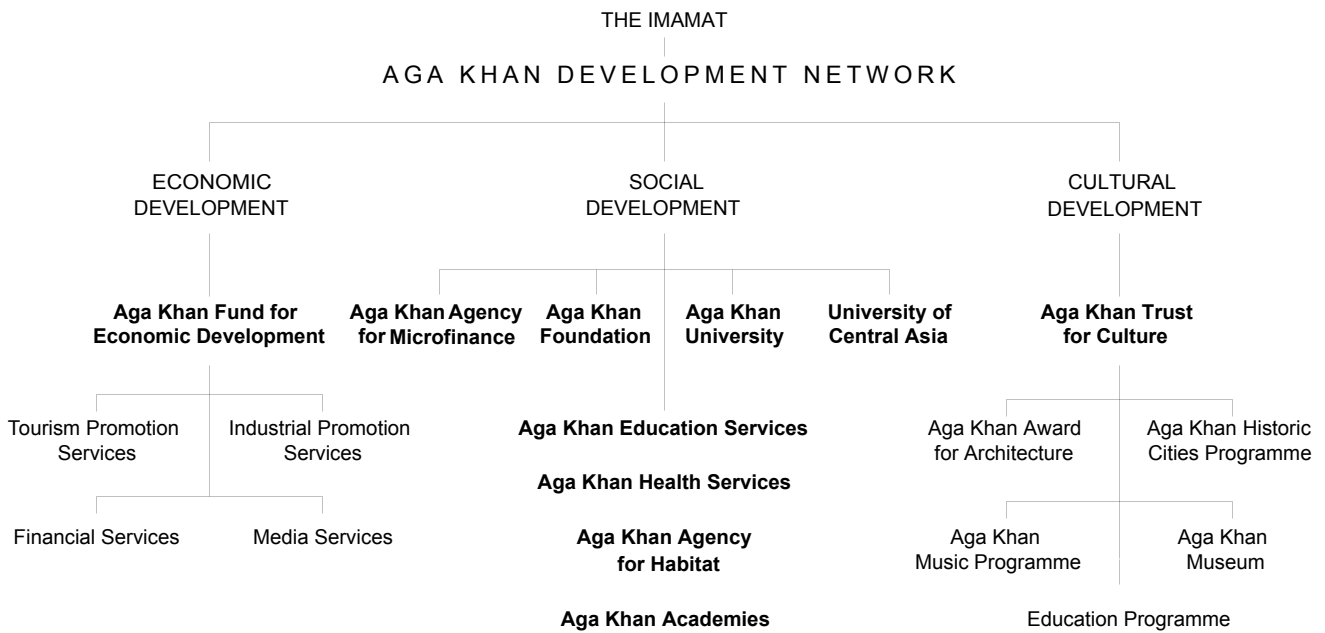




AGA KHAN DEVELOPMENT NETWORK

## Contributions to development in West Africa: 2005-2020





**Cover page: (top left to right)** A cashew farmer in central **Côte d’Ivoire**; Mali National Park in Bamako, **Mali**; maternal health check in Mopti, **Mali**; **(middle left to right)** early childhood development activities in Mopti, **Mali**; His Highness the Aga Khan speaking with dignitaries in Timbuktu, **Mali**, in 2003; sugar crystals examined under the microscope at SOSUCO SN in Banfora, **Burkina Faso**; **(bottom left to right)** nuts graded per standards set by the Association of Food Industries at Cajou des Savanes in Bouaké, **Côte d’Ivoire**; the Great Mosque of Djenné in **Mali**; cotton farmers in northern **Côte d’Ivoire**.

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**The Aga Khan Development Network (AKDN)** brings together a number of development agencies, institutions and programmes that help those in need in Asia and Africa. Founded and guided by His Highness the Aga Khan, the 49th Imam of the Shia Imami Ismaili Muslims, it implements strategies that lead to self-reliance and overall improvements in the quality of life of people.

## FOREWORD

# *since 1965*

Since 1965, the Aga Khan Development Network (AKDN) and its partners have contributed to the development of West Africa. Under the guidance of His Highness the Aga Khan, the AKDN established an institutional structure to support economic, social, environmental and cultural development. It partnered with national governments, civil society organisations, communities and future-minded private sector actors to pursue a common vision of stronger nations, with improved quality of life for local communities.

Although the AKDN has been in West Africa since 1965, this particular study focuses on the work the AKDN has done from 2005 to 2020, a period when the Aga Khan Foundation (AKF), the Aga Khan Fund for Economic Development (AKFED) – through the Industrial Promotion Services (IPS) and the Aga Khan Agency for Microfinance (AKAM) through the First Microfinance Agency (PAMF) – and the Aga Khan Trust for Culture (AKTC) have been operating together in the region.

The study outlines AKDN's contributions to the development of West Africa, including by strengthening rural economies, supporting key agricultural value chains such as cashew, cotton, and sugar, fostering energy generation through sustained infrastructure investments, supporting local entrepreneurs by facilitating access to credit and financial inclusion (where it was often unavailable), enhancing climate change adaptation, accessing water, education and health services, supporting architectural rehabilitation and investing in long-established earthen architecture mosques, a modern urban park and zoo revitalisation.

The AKDN is immensely grateful to the Governments of Côte d'Ivoire, Mali, Burkina Faso and Senegal and other development partners. Our work would neither be possible nor effective without support in improving the quality of life for communities in the region.

We express our heartfelt gratitude for the work done by all the staff of the AKDN Agencies and thank all those who have participated for the elaboration of this important document.

Signed by

Ferid Nandjee – Diplomatic Representative, AKDN West Africa

Mahamadou Sylla – CEO, IPS West Africa

Mahmoud Rajan – Chairman of the Board, PAMF West Africa

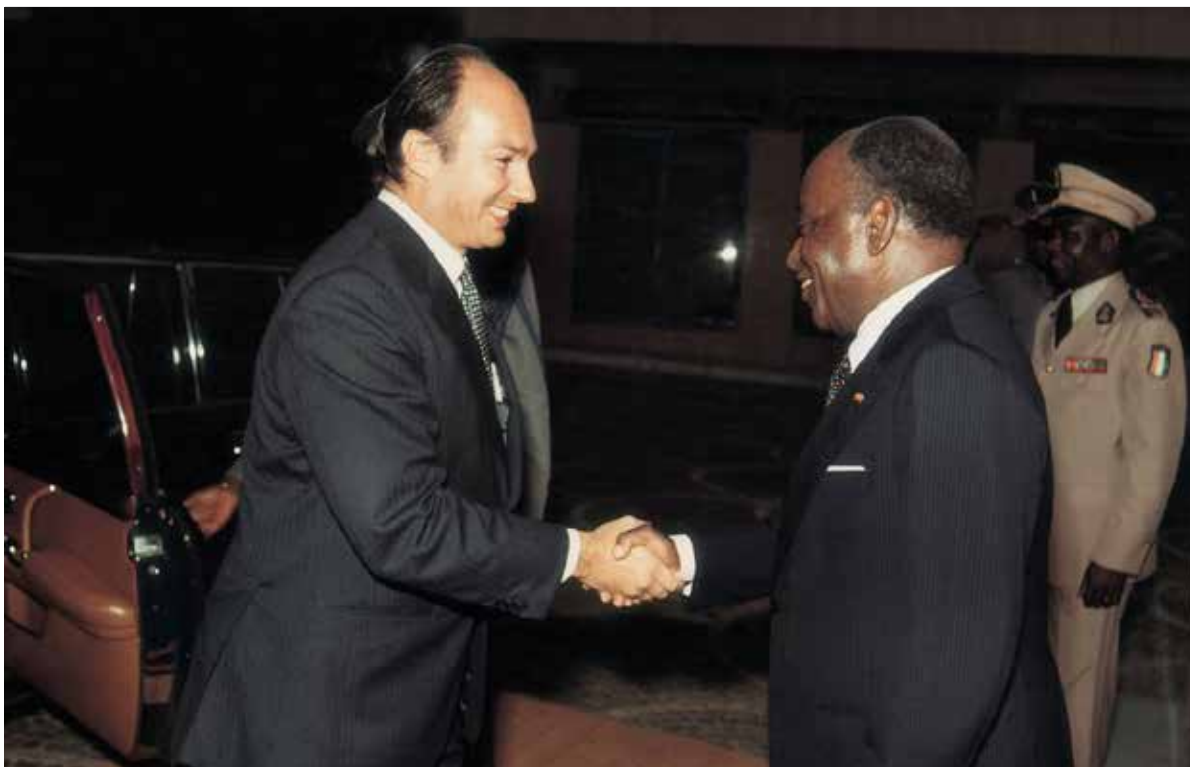
Jean-Jacques Meunier – CEO, AKF West Africa

Christophe Bouleau – AKTC

## EXECUTIVE SUMMARY

If “Improving the Quality of Life” is the idea behind the Aga Khan Development Network’s (AKDN) presence in West Africa (Côte d’Ivoire, Burkina Faso, Mali and Senegal), then it can be said that the AKDN has improved the lives of over nine million people in the region. It achieved this in practical ways. For example, it created employment opportunities (20,000 in 2017 alone) and engaged over 90,000 agricultural producers in the region. In fact, from 2005 to 2020, the AKDN introduced over US\$ 3.6 billion into regional economies – through salaries paid to its direct and indirect employees, credit to small-scale entrepreneurs, taxes paid to national and local governments, and payments made for produce bought from local producers. The AKDN has further mobilised over US\$ 200 million in social investment in health, education and economic development, reaching nearly 700,000 beneficiaries during this period. Considering the multiplier effect of these financial inputs – how an injection of new capital in a given community leads to an increase in economic activity, through the acquisition of goods and services, which in turn generate further economic activity – the total economic value of these contributions is estimated at US\$ 18.8 billion in West Africa, between 2005 and 2020. (See Annexe 1 for further information on the multiplier effect and how it is calculated.)

The AKDN’s presence in West Africa began over 50 years ago, when in 1965, His Highness the Aga Khan began exchanging ideas with President Félix Houphouët-Boigny to see how the AKDN and the Government of Côte d’Ivoire could work together for the promotion of national development. His Highness was told that one of the greatest impediments for the development of the country was the lack of packing products for agro-producers. At this time Côte d’Ivoire was focusing on cocoa as the crop that would drive its development. Yet it lacked a packaging capability, so a large proportion of the cocoa pods produced were not being collected and packaged for sale. As it happened, His Highness the Aga Khan had already invested in the jute industry in Bangladesh. Under his direction, IPS (WA) decided to manufacture jute sacks in Côte d’Ivoire. The first packaging factory came into being in 1965. This factory, Filtisac, was the first step in the AKDN’s long-term engagement.



*His Highness the Aga Khan saying goodbye to Felix Houphouët-Boigny, President of Côte d’Ivoire, after an official visit to Yamassoukro in 1979.*



## EXECUTIVE SUMMARY (CONTINUED)

Over the years, the AKDN has engaged in various sectors such as energy and infrastructure development; agro-processing (with investments in the cotton, cashew nuts and sugar-cane value chains); micro-finance; cultural asset development and rehabilitation; and social development in education, health, climate change adaptation, and food and nutritional security.

The AKDN's interventions in West Africa started with a conversation between two leaders about cocoa pods and how they could play a leading role in national development. This document aims to register the contributions made by the AKDN to the development of West Africa from 2005 to 2020.

### FACTS AT A GLANCE

- 20k employees
- US\$ 50m paid yearly in direct salaries
- 90k farmer-suppliers
- US\$ 100m bought yearly from farmer-suppliers
- 410k microfinance loans (US\$ 159m) disbursed
- 400k health consultations provided
- 5m visits to Mali National Park
- 70k children with access to Early Childhood Development (ECD) programmes
- 7.5k community-based civil society organisations supported

### Evolution

Filtisac marks the beginning of IPS (WA)'s activities in West Africa. Filtisac's work and experience allowed the AKDN and IPS (WA) to have great exposure to various agriculture value chains in the region, including cocoa, coffee, cotton and cashew nuts. In 1965, at the beginning of its operations, Filtisac produced jute bags, which were of great importance for the cocoa and coffee value chains. From 1988 onwards, it began producing packaging products from synthetic fibres, which provided support to critical industries such as cotton, rice, fertilisers, flour milling and cement. In 1995 Filtisac began producing plastic sleeves and rigid packaging and continued to expand its product lines including metal drums, and polyethylene blow-moulded packaging (preforms, bottles, flasks, jerrycans, drums, etc).

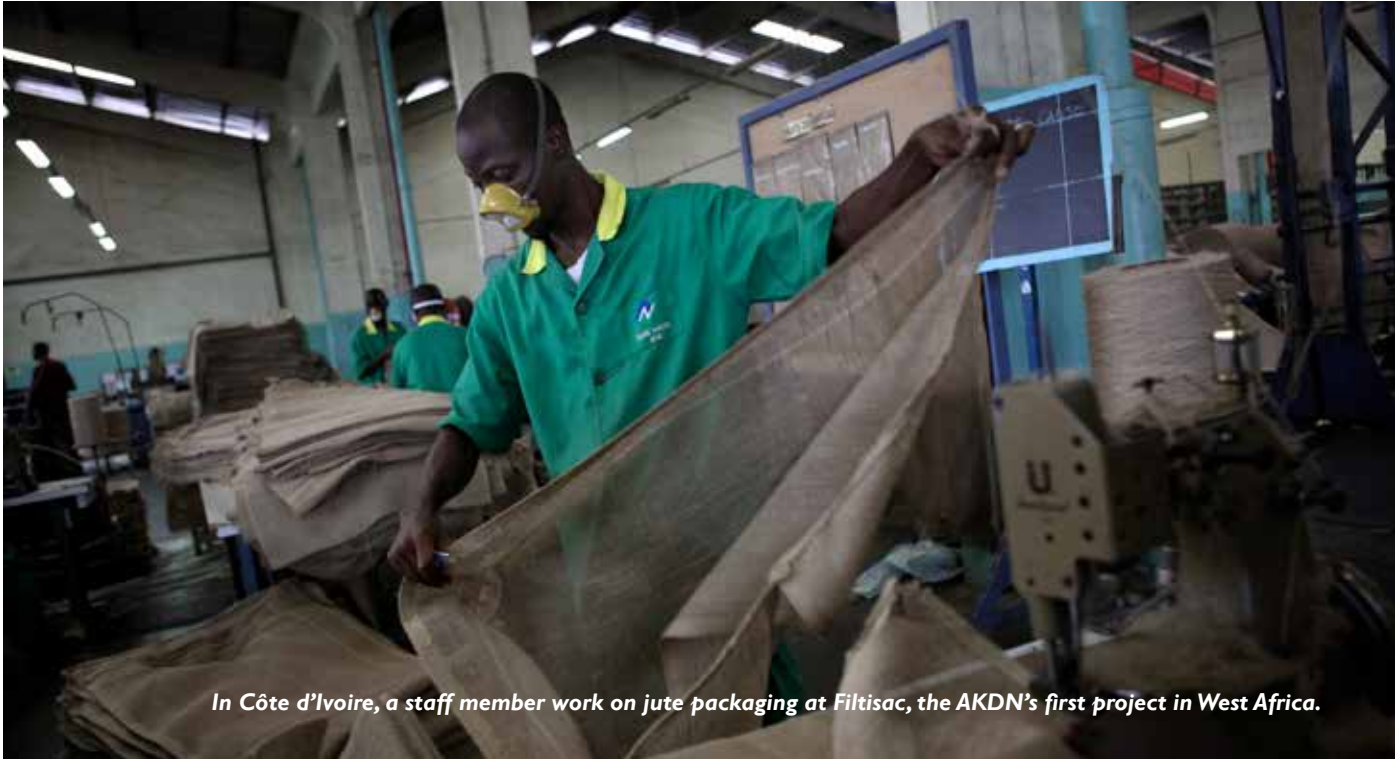
Filtisac continued to grow organically and through acquisitions, acquiring subsidiaries in Bouaké: expanding operations to Senegal with Cofisac and Fumoa; in Burkina Faso with the acquisition of Fasoplast; and in Mali, with the founding of Embalmali.

Filtisac and IPS (WA) became increasingly a regional player in the packaging sector, providing these products to Mali, Burkina Faso, Niger, Senegal, Mauritania and Cameroon, amongst other countries. Filtisac's growth enabled IPS (WA) to better understand the size of the various sectors and how they contributed to development of these countries, and particularly rural economies and communities.

### Deepening ties in West Africa

The AKDN signed an agreement of cooperation with the Republic of Côte d'Ivoire in 1998. This agreement facilitated the engagement of all AKDN agencies, including social and cultural development focused agencies in the country. The Government of Côte d'Ivoire privatised cotton production, and the consortium founded by IPS (WA) and Paul Reinhart created Ivoire Coton.

IPS (WA)'s interests in cotton grew nationally and regionally. In 2004, there was the acquisition of Faso Coton, in Burkina Faso. Ivoire Coton also acquired factories in M'bengué (2008) and Dianra (2012). Currently,



*In Côte d'Ivoire, a staff member work on jute packaging at Filtisac, the AKDN's first project in West Africa.*

Ivoire Coton has 14 cotton gins in northern Côte d'Ivoire, and Faso Coton has two gins in Ouagadougou, and with a further expansion of two more gins planned for Tenkodogo in Burkina Faso. Other important investments in agro-business and agro-processing include La Nouvelle Société Sucrière de la Comoé, or SN Sosuco (1998), which focuses on sugarcane cultivation and the sale of sugar and sugar by-products such as pharmaceutical alcohol; and Cajou des Savanes (2013), focusing on the transformation of cashew nuts.

The AKDN's choice to invest in the agro-business sectors was driven by the focus to make the greatest and most sustainable contribution to rural economies. By investing in businesses that engaged with local producers for the acquisition of raw materials such as cashew and cotton, the AKDN was ensuring that economic development was having an important contribution to rural communities, increasing revenues and contributing to an improved quality of life.

In 2003, the AKDN signed a Memorandum of Understanding with the Malian Government, and in 2005 an Establishment Agreement was signed. Soon after, it began working on the rehabilitation of the earthen mosques in Mopti, Djenné and Timbuktu, through the auspices of the Aga Khan Trust for Culture (AKTC). In 2007, the Aga Khan Foundation began its operations supporting AKTC's work in Mali, and began its flagship programme, the Coordinated Development Programme of the Mopti Region (PDCRM) in Central Mali, which reached over 200 villages

**\$18.8b**

**Total benefit**

The total benefit of AKDN programmes to the West African economies (Côte d'Ivoire, Mali, Burkina Faso, Senegal) from 2005 to 2020 – including salaries paid, microfinance loans, taxes paid to government, produce purchased from farmers, social investments and the multiplier effect – was approximately US\$ 18.8 billion.

## EXECUTIVE SUMMARY (CONTINUED)

and 400,000 beneficiaries with integrated support in Education, Health, Climate Change Adaptation and Agriculture. AKTC also embarked in the exciting Parc National du Mali (PNM) and zoo project, an important leisure and educational green infrastructure project that has had over 5 million visits since its inception.

Concurrently, the Aga Khan Agency for Microfinance established operations in West Africa and launched an ambitious financial inclusion programme through microfinance in Côte d'Ivoire, Mali and Burkina Faso, overlapping the geographies where the Network was already operating, namely Northern and Central Côte d'Ivoire, Central and South Eastern Burkina Faso, and Central and Southern Mali. The Aga Khan Foundation expanded its footprint in the region to work with communities and areas where Ivoire Coton was operating in Northern Côte d'Ivoire, as well as supporting Filtisac's work in Early Childhood Development (ECD) in Abidjan.



**Above:** The AKDN, through the Aga Khan Fund for Economic Development, invested in Air Burkina (2001, shown above), Air Mali (2005) and Air Côte d'Ivoire (2012), contributing to the expansion of the airline infrastructure in the region.

### Infrastructure as a pillar of development

In 1997 the AKDN and its partners established Azito Energie, a natural gas-powered plant in Youpogon, Abidjan. It was a Build-Own-Operate-Transfer (BOOT) Public-Private Partnership with the Republic of Côte d'Ivoire, which supported its efforts to become a regional energy hub in West Africa. Azito currently produces 25-30 percent of all energy produced in Côte d'Ivoire and is an efficiency leader in the sector. In Mali, the AKDN and its partners participated in the privatisation of Energie du Mali, being shareholders and a part of the management structure from 2005 to 2018.

The AKDN, through the Aga Khan Fund for Economic Development (AKFED) and IPS (WA), invested in Air Burkina (2001), Air Mali (2005) and Air Côte d'Ivoire (2012), contributing to the expansion of the airline infrastructure in the region.

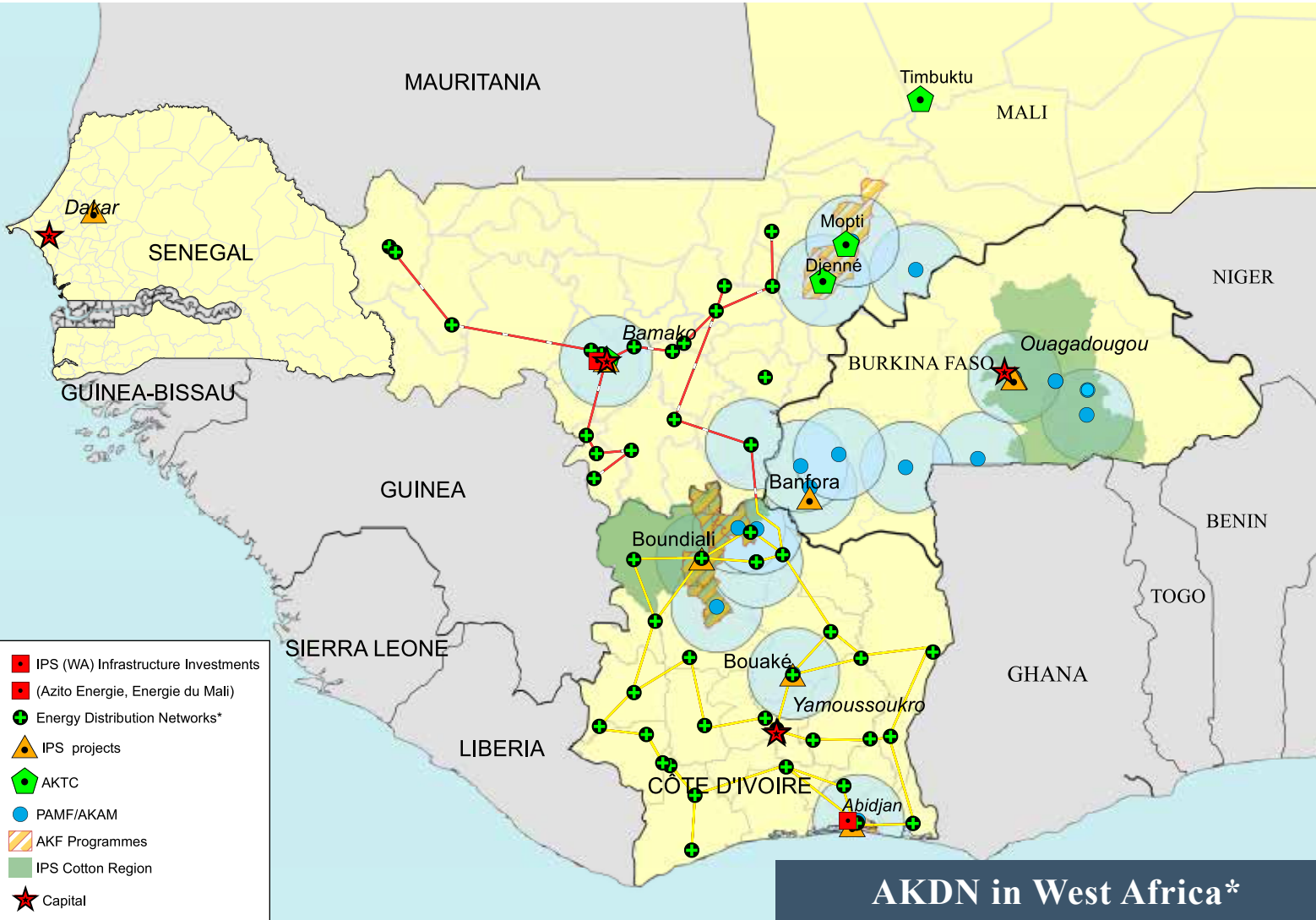
The AKDN's direct and indirect employment (i.e., direct staff of AKDN agencies and indirect employees subcontracted to work exclusively on AKDN projects) grew to over 20,000 in 2020. In its various agro-supply chains, the AKDN acquired produce from over 90,000 farmers in the region, including cotton and cashew producers.

Through the Première Agence de Microfinance (PAMF), the implementing arm of the Aga Khan Agency for Microfinance (AKAM) in West Africa, over 180,000 individuals are employed via its entrepreneurs. This figure is based on an estimate made for 2017. More than 410,000 loans have been disbursed, totalling US\$ 159 million.

The AKDN has had over 9 million clients of its various services, which include individuals accessing electricity, airline passengers, entrepreneurs securing credits through PAMF and yearly Parc National Du Mali visits.

The AKDN's direct economic contributions, including salaries paid to direct and indirect employees, microfinance loans, taxes paid to





**AKDN in West Africa\***

governments, agricultural produce bought from farmers, and AKF, PAMF, Corporate Social Responsibility and AKTC social investment, totals US \$ 3.6 billion from 2005-2020.

It was assessed that the total benefit of AKDN programmes to the West African economies from 2005 to 2020, including salaries paid, microfinance loans, taxes paid to government, produce purchased from farmers, social investments and the multiplier effect in the national economies, was approximately US\$ 18.8 billion.

*\*In Côte d'Ivoire, the AKDN, through IPS' participation in Azito, was an Independent Power Producer (IPP), meaning it produced electricity that was then distributed by the national distribution company. In Mali, the AKDN, through IPS' investment in Energie du Mali, was both a producer and a distributor of electricity.*

# INTRODUCTION



*In Abidjan, Côte d'Ivoire the Azito Energie power plant generates 25-30 percent of the national energy supply.*



**1.5m**

In West Africa, AKDN investments have connected over 1.5 million households to electricity grids.

In 2020, the AKDN conducted a review of its work in West Africa and enacted strategic decisions in which areas to strengthen its investments, which areas to transfer to partners better suited to take projects further, and which areas where work had been concluded.

This study assesses the AKDN's contributions to development in West Africa as it moves into a next phase of interventions.

This study provides key information about the AKDN in West Africa. It describes the various projects, investments and initiatives engaged by the multiple agencies of the AKDN, it provides mapping of its geographic coverage including not only the sites where projects are implemented but also their geographical areas of influence, and an idea of how the AKDN projects have evolved over time.

Although the first investment dates to 1965, this study focuses on the work of the AKDN between 2005 and 2020, the period of time when various economic, social and cultural agencies began their operations in the region,

adding to the Industrial Promotion Services, West Africa, (IPS (WA)) presence in the region.

The AKDN currently has operations in West Africa that span over four countries (Côte d’Ivoire, Mali, Burkina Faso and Senegal), covering projects in social, cultural and economic sectors.

In Côte d’Ivoire, the AKDN has had a presence in Abidjan, through the work of Filtisac, Chimtec, PAMF and the Aga Khan Foundation’s (AKF) work in telemedicine and Early Childhood Development (ECD) in partnership with IPS (WA); in the centre of the country through Filtisac’s and Cajou des Savanes (Casa)’s operations, and PAMF’s branch and national office in Bouaké; and in the north of the country through the work of Ivoire Coton and its cotton ginnery and work with cotton community-based farmers, the work of PAMF with branches in Boundiali, Dianra, Boundiali, Korhogo and M’bengue, and AKF’s work in agriculture, water and sanitation, and food security. Azito Energie, producing between 25-30 percent of the national energy, the equivalent of connecting, on a yearly average, 4 million or over 750,000 households to electricity, has a countrywide presence. The AKDN’s diplomatic representation office is located in Abidjan.

In Mali, the AKDN has worked in the north of the country through the auspices of the Aga Khan Trust for Culture in the Djingereyber Mosque in Timbuktu. In the centre of Mali, AKF has implemented its flagship programme covering over 200 villages in the Mopti region and reaching over 400,000 direct and indirect beneficiaries. AKTC has completed its work in the Djenné and Komoguel (Mopti) mosques, the Centre for Earthen Architecture and the urban rehabilitation work. PAMF has established branches in Mopti, Djenné and Koro and PAMF’s national office in Sevaré. In Bamako and the south, the AKDN has been present through the Mali National Park, AKTC’s public-private partnership with the Government of Mali, Embal mali, the Mali packaging unit of IPS (WA) and PAMF’s agencies in Bamako, Mopti region, Sikasso and its Digital Financial Services unit in Bamako. Energie du Mali, producing energy and connecting over 9.2 million individuals or 1.6 million households, and Air Mali with over 880,000 passengers served operated nationwide. The AKDN diplomatic representation office is located in Bamako.

The AKDN is present in Burkina Faso through the work of IPS (WA) and PAMF. In Ouagadougou and central Burkina Faso, Faso Plast operates its packaging factory with a focus on products to support rural producers; Faso Coton operates its cotton ginnery and work with cotton community-based farmers and is currently building a second ginnery in Tenkodogo; and PAMF has established branches in Dapoya, Koupela, Ouagadougou and Tenkodogo. In the southeast of the country IPS (WA)’s Sосуco SN operates its sugar and pharmaceutical alcohol factory and community health clinic, and PAMF has agencies in Orodora, Banfora, Bobo Dioulasso, Leo and Diebouyou.

In Dakar, Senegal, IPS (WA) operates Fumoa and Cofisac, producing packaging products for the agro-industry and petroleum and edible oil producing industries.



**Above:** In Burkina Faso, a Première Agence de Microfinance (PAMF) agent from the Banfora Branch pays a visit to her client. PAMF’s activities and branches are overwhelmingly concentrated in rural areas and on rural products that work in synergy with the economic and social development activities of other AKDN agencies.



**\$ 159m**

In West Africa, \$159 million in micro-credit was disbursed to 400,000 entrepreneurs – creating over 1 million employment opportunities.



## INTRODUCTION (CONTINUED)

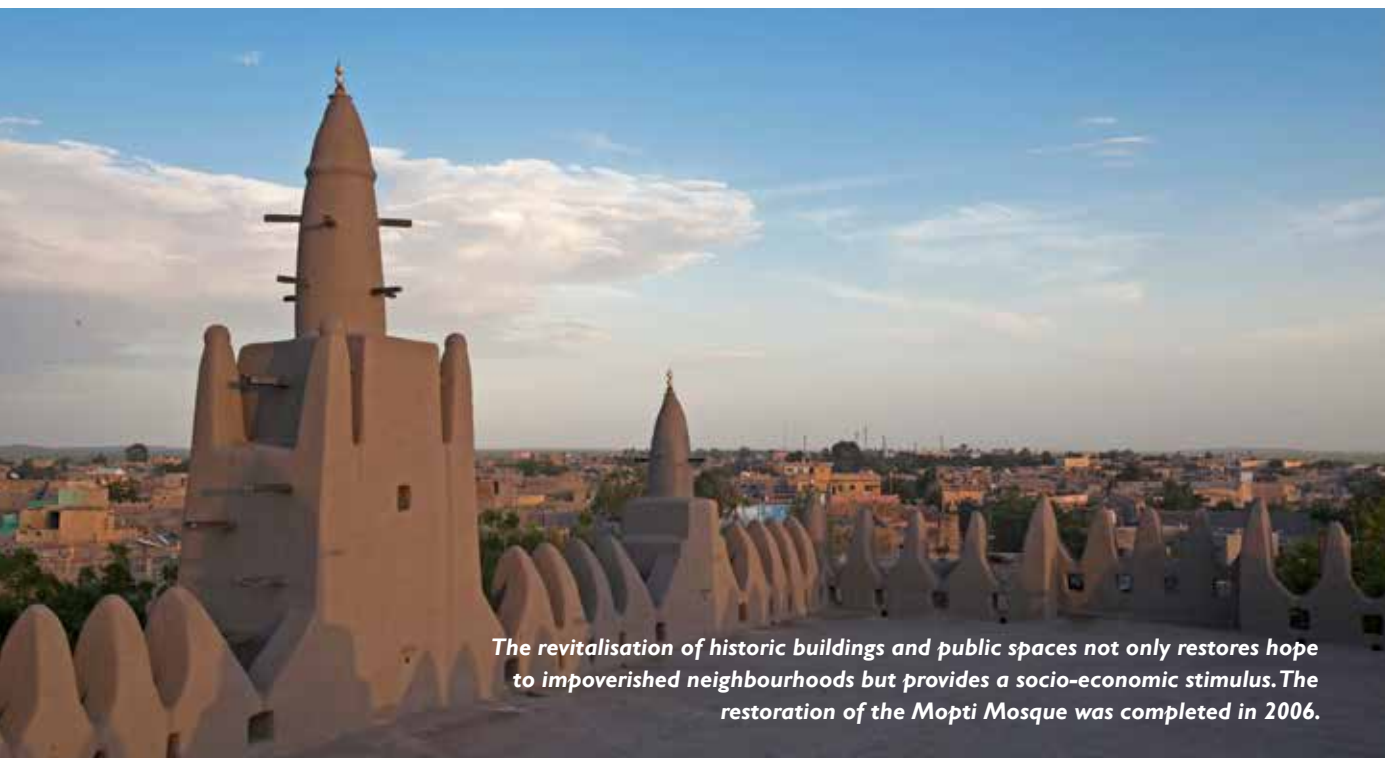
The AKDN believes that an integrated development approach, strengthening communities through complementary social, economic, and cultural interventions, is the best way to derive results that are more than the sum of its parts. In concrete terms, each intervention has knock-on effects, such as the promotion of economic livelihoods by the AKDN's agro-business projects, which generates more wealth in communities. With increased wealth, requirements for banking and financial inclusion are enhanced. In turn, microfinance provides appropriate financing mechanisms to support entrepreneurial capacity, which generates more wealth and employment.



400k

In West Africa, AKDN investments provided access to 400,000 health consultations.

Due to this integrated development approach, **the best method of looking at the AKDN's impact is through a series of deep dives**, demonstrating how the AKDN has contributed to development across a number of areas, through its various agencies. By looking at the contributions across strategic areas, it is possible to arrive at a richer vision of the AKDN's aims in West Africa. The deep dives chosen for this study are **economic development, rural economies and environmental resilience, social development, and culture and social cohesion**. Cross-cutting themes such as civil society have also been very important for the AKDN and are discussed here. There are, naturally, overlapping aspects in these deep dives, but they have been chosen to shed light on how the AKDN has contributed to these specific spheres.



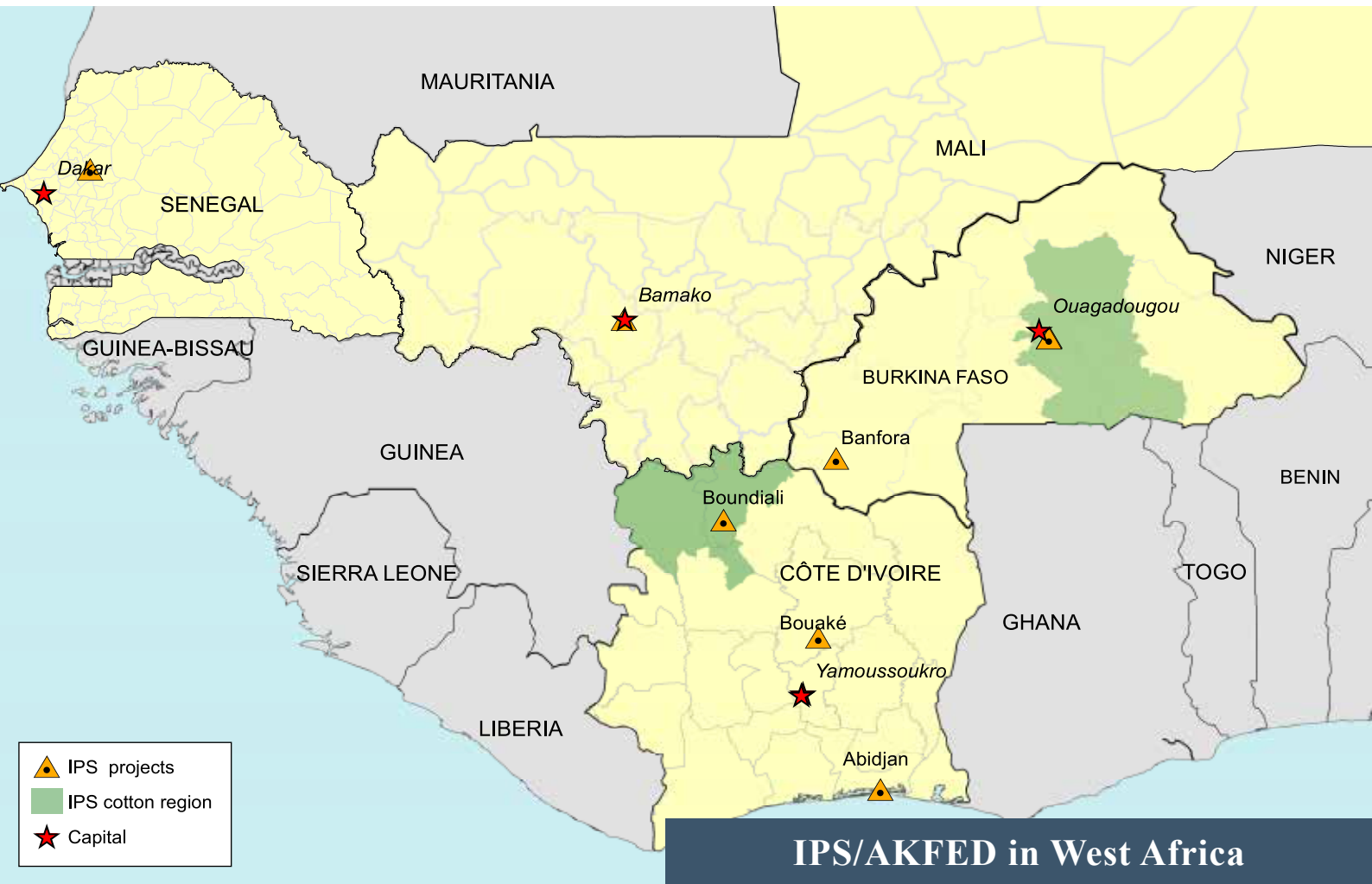
*The revitalisation of historic buildings and public spaces not only restores hope to impoverished neighbourhoods but provides a socio-economic stimulus. The restoration of the Mopti Mosque was completed in 2006.*

*In Mopti, Mali, the lack of quality health services was linked to a particularly high incidence of maternal and newborn death. In response, the Aga Khan Foundation (AKF) helped establish a number of cases de santé, built by the villagers, with the assistance of the Foundation, which supplied the architect and master mason. These health huts, staffed by community health workers trained by AKF, were certified by the Ministry of Health and paid for by the community.*





# ECONOMIC DEVELOPMENT



90k

AKDN's activities have engaged over 90,000 agricultural producers in the region.

Economic development is a priority for sustained improvement of the quality of life for communities and families. Here, economic development refers to “a process of creating and utilizing physical, human, financial, and social assets to generate improved and broadly shared economic well-being and quality of life for a community or region”, as defined by Karl F. Seidman in his book *Economic Development Finance* published in 2005. This section describes the AKDN contributions to economic development in West Africa, looking at employment created, promotion of financial inclusion and entrepreneurship, energy and infrastructure projects, and fiscal contributions made by the AKDN projects to national and local governments in the region.

Economic development is a priority area because it is a key AKDN contribution to the improved quality of life for communities in the region.

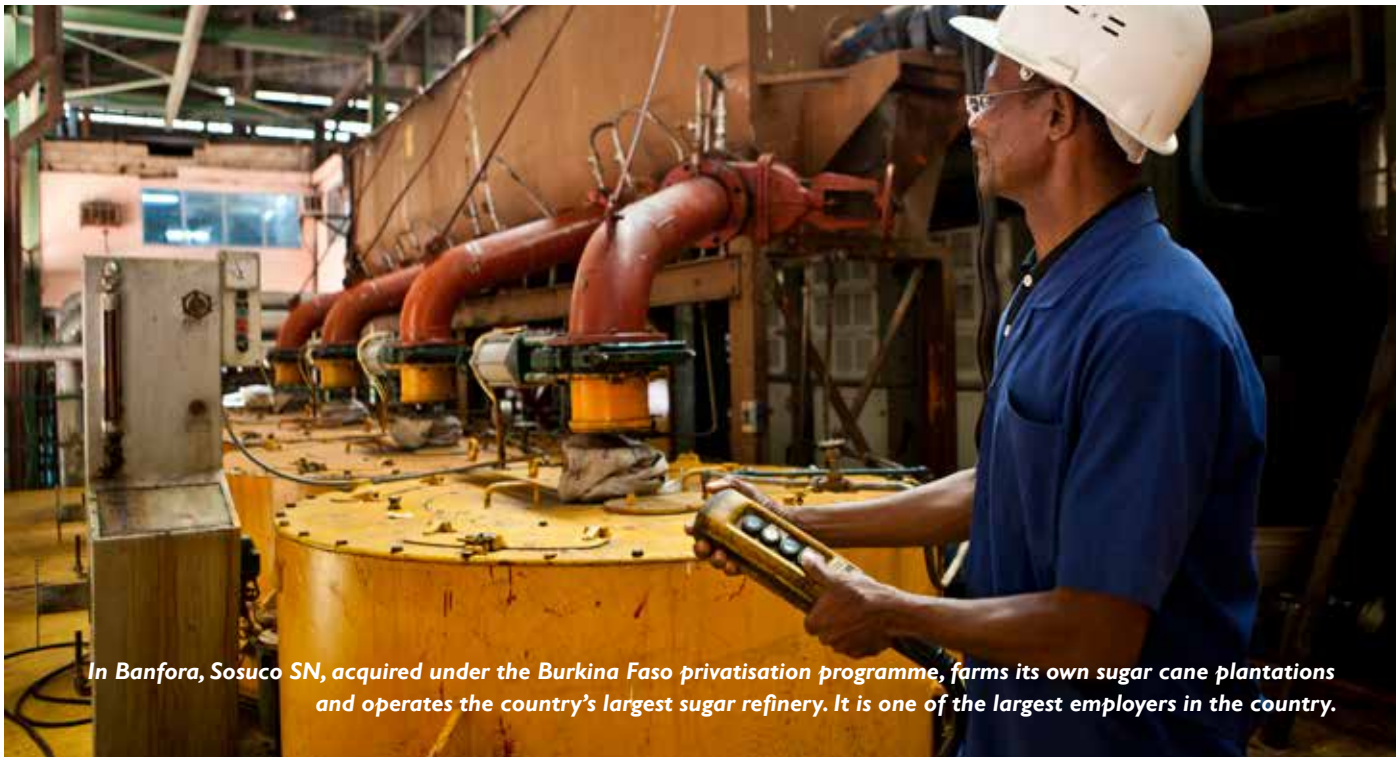
The AKDN therefore seeks to encourage entrepreneurial activity and the growth of the private sector as part of efforts to create a critical mass of development activity that eventually gathers its own momentum. Often in conjunction with its non-profit social investments in health or education, it makes bold but calculated investments in order to spur private-sector growth. It seeks to promote growth in sectors of strategic importance, sectors which, through their growth, facilitate growth opportunities and economic development in other areas. IPS (WA) and PAMF have been the lead agencies in the promotion of economic development.

### Employment

Employment is an important source of income for various individuals and their families. In West Africa, the AKDN has created over 20,000 employment opportunities. This figure is derived from 2017, the last full year of IPS/AKDN management of Energie du Mali. In comparison, for 2019 the AKDN employed 18,000 direct and indirect employees. Over the 15-year period from 2005 to 2020, the AKDN paid out nearly US\$ 1.4 billion in salaries, having paid US\$ 67.7 million in 2019 in direct and indirect salaries. These employment opportunities are distributed across West Africa, in areas where the AKDN is often a key employer. For instance, the AKDN offered



**Above:** For local cotton farmers who work on a seasonal basis, the money earned at Ivoire Coton in northern Côte d'Ivoire represents the largest amount of income generated throughout the year. It allows families to pay for school fees and buy basic necessities for the year.



*In Banfora, Sosuco SN, acquired under the Burkina Faso privatisation programme, farms its own sugar cane plantations and operates the country's largest sugar refinery. It is one of the largest employers in the country.*



## ECONOMIC DEVELOPMENT (CONTINUED)

on average 1,800 jobs per year between 2005 and 2020 in Mali. Between 2007 and 2010, the AKTC offered 180 jobs in Timbuktu, and close to 150 jobs in Djenné and Mopti, and was a key employer and income generator in the areas. In 2017, Energie du Mali employed over 1600 direct employees in Mali. In Banfora, in the Cascades region in Southeast Burkina Faso, the AKDN engages annually over 11,000 employees. Sosuco SN is such an important engine of development that it is said that in every family in Banfora there is someone who has worked, works, or will work for SOSUCO SN.

Ivoire Coton, an IPS (WA) project, is the leading provider of employment opportunities in Boundiali, and one of the most important ones in Northern Côte d'Ivoire, employing over 800 people per year between permanent staff, seasonal workers and daily labourers. Due to the employment opportunities created, Ivoire Coton became an engine of growth, with a number of informal traders and food stalls setting up their shops in the vicinity of Ivoire Coton's factory.

# \$1.4b

## Salaries

In 2005-2020, the AKDN paid out US\$ 1.4 billion in salaries in West Africa.

For the staff employed, even for daily labourers and seasonal workers, the money earned at Ivoire Coton represents the largest amount of income earned throughout the year. It allows families to pay for school fees and buy basic necessities for the year. In the words of an Ivoire Coton staff member: "Every day, every hour, of Ivoire Coton is a blessing for us."



*IPS companies including Fasoplast in Ouagadougou, Burkina Faso offer onsite health clinics to ensure the safety and health of their employees.*



*In Bouaké, central Côte d'Ivoire, Cajou des Savanes is a cashew processing plant that employs 500 staff, most of whom are women. The flexible (shift) schedule allows women to hold multiple activities whilst working at the factory, including studying, caring for their families, or exploring additional income-generating opportunities.*

In Bouaké, central Côte d'Ivoire, Cajou des Savanes (Casa) employs nearly 500 staff members across its three daily shifts. Over 70 percent of Casa's staff are women. This provides women with an important degree of independence. The flexible (shift) schedule allows women to hold multiple activities whilst working at the factory, including studying, caring for their families, or exploring additional income-generating opportunities. In the words of one Casa staff member, Casa "helps me, helps me care for my family. Before we needed to ask (our husbands) for even small things, now we can cover them". In some cases, women working at the factory are the sole income earners in the family. There are families whose husbands are in retirement, and this salary allows the family to survive.

PAMF has provided over 412,000 loans to West African entrepreneurs. On average, one loan sustains three employment opportunities, which are referred to as facilitated employment opportunities. In 2017, PAMF facilitated over 180,000 employment opportunities. As its focus of work is in underserved rural areas, these opportunities are disproportionately located in areas where other economic opportunities are limited and all the more critical for local economies. On average, 40 percent of all loans are given to women.

### **Financial Inclusion and Promotion of Entrepreneurship**

The Première Agence de Micro Finance (PAMF) is the implementing arm of the Aga Khan Agency for Microfinance (AKAM) in West Africa. PAMF

## ECONOMIC DEVELOPMENT (CONTINUED)



*During the political crisis that afflicted Côte d'Ivoire from 2007 to 2011, PAMF was a pillar – the only financial institution – in Korhogo.*

began operating in Mali in 2005, Burkina Faso in 2006 and Côte d'Ivoire in 2008. It has operated a network of 21 agencies, seven located in Côte d'Ivoire, 10 in Burkina Faso, and four in Mali.

PAMF's main objective is to increase financial inclusion for small-scale, informal entrepreneurs, and agricultural activities, with a particular focus on rural areas. One of PAMF's main objectives is to see entrepreneurs access its products, be they loans or savings accounts. These products provide clients the opportunity to grow in strength and capacity, so that they can then graduate from small group loans to individual loans, to become small and medium enterprises and finally to have them have the technical and financial capacity to access loans in the commercial banking sector.

Most of PAMF's strategic, operational and product development decisions have been based on the premises of allowing as many entrepreneurs as possible to access their products. Some of PAMF Côte d'Ivoire's earliest clients remember PAMF staff walking around the Boundiali market



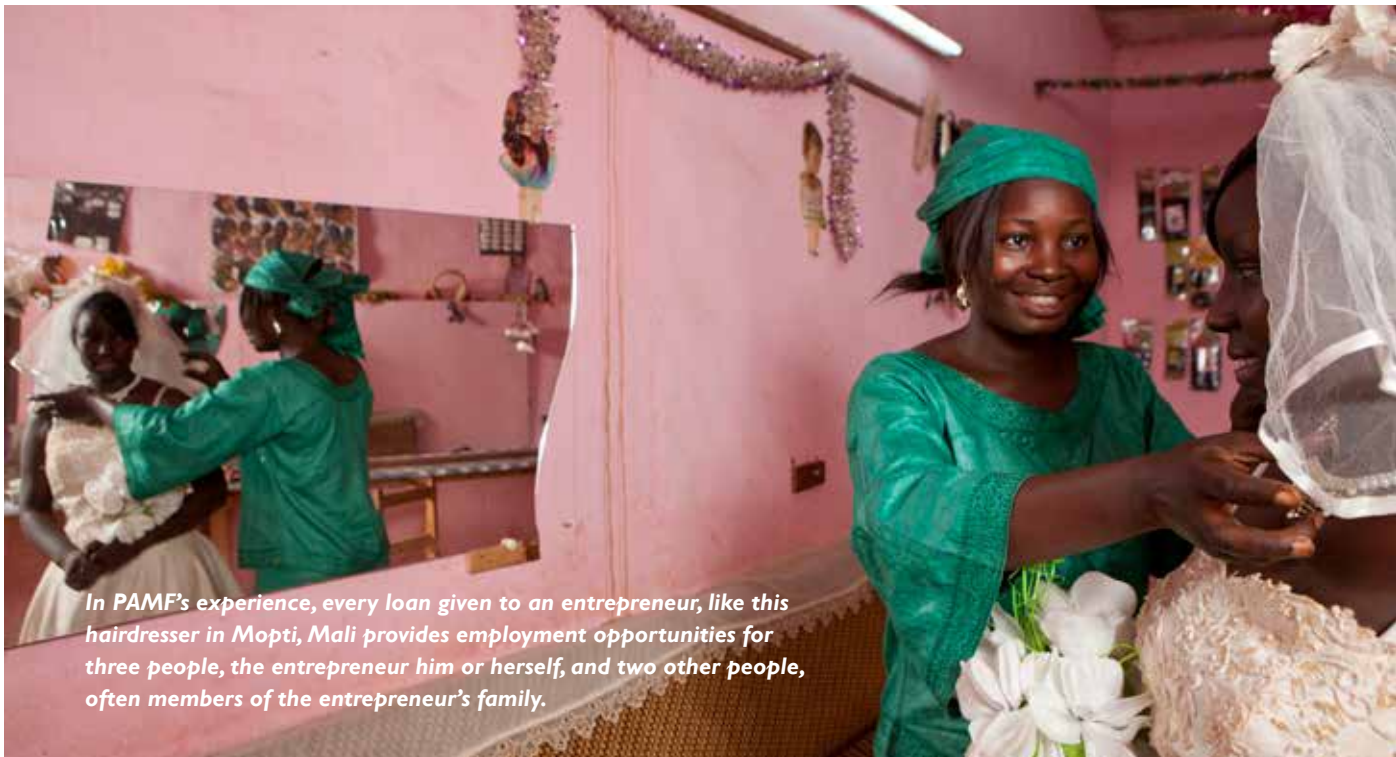
informing small-scale entrepreneurs that they could open an account at PAMF with the equivalent of only US\$ 2. PAMF was also aware that many of the entrepreneurs did not have the opportunity to offer collateral as guarantee for a loan. As such, PAMF offered group loans, so that groups of 3-5 people could come together and guarantee each other for the loans taken. If one of the entrepreneurs could not repay, the others would assist in the process.

Behind PAMF's engagement with entrepreneurs is the belief that, in normal circumstances, an entrepreneur will have the capacity to, with access to capital and technical support given by PAMF, grow their enterprises. With time, it is common to see entrepreneurs that started seeking credit as members of solidarity groups, grow their businesses and capital requirements to begin seeking loans as individual clients; then further growing and seeking loans as small and medium enterprises. There are clients that began as members of solidarity groups that are now requiring loan amounts higher than given by PAMF, which caters its loan products for microfinance and small and medium enterprises. Those clients now have to access loans from commercial banks. This is one of PAMF's objectives: to see small-scale entrepreneurs grow in scale and seek financing from commercial banks.

In PAMF's experience, every loan given to an entrepreneur provides employment opportunities for three people, the entrepreneur him or herself, and two other people, often members of the entrepreneur's family.



**Above:** Some of PAMF Côte d'Ivoire's earliest clients remember PAMF staff walking around the Boundiali market informing small-scale entrepreneurs that they could open an account at PAMF with the equivalent of only US\$ 2.



*In PAMF's experience, every loan given to an entrepreneur, like this hairdresser in Mopti, Mali provides employment opportunities for three people, the entrepreneur him or herself, and two other people, often members of the entrepreneur's family.*

## ECONOMIC DEVELOPMENT (CONTINUED)

We refer to this as AKDN’s facilitated employment: employment opportunities not linked to AKDN’s projects but created through the access to credit provided by PAMF.

### Energy Infrastructure

In West Africa, over 1.5 million households have derived energy from AKDN investments, with a yearly average growth of 7.9 percent in households being connected. IPS (WA) is a founding investor of Azito Energie, which currently produces between 25-30 percent of energy in Côte d’Ivoire, and exports energy regionally. IPS (WA) was also an investor in Energie du Mali (EDM), the main energy provider in Mali (it exited the company in 2018).

Energy is critical key to development and the quality of life for households, and it also allows industry and services to grow and become more competitive, generating more employment locally.

IPS (WA) is committed to continuing its growth in energy provision in the region, evidenced by the launching of Azito Phase 4 in 2020. Phase 1 of the Azito thermal power plant was commissioned in 1999 with an initial gas turbine of 150 MW. A second turbine of 150 MW was added in Phase 2, followed by Phase 3 in 2015, by converting it into a combined-cycle plant with a capacity of 420 MW. A subsequent upgrade to Phase 3 in 2019 increased this to 453 MW. Phase 4 will supply an additional 250 MW, raising the total installed capacity to 706 MW.

In Mali, IPS (WA) made its initial investment in Energie du Mali (EDM), the national public company providing electricity and water services, in 2000. After a series of restructuring exercises of the company and its capital structures, IPS (WA) held, in 2005, 34 percent of EDM. EDM provided nearly 95 percent of all electricity distributed in Mali. IPS (WA) exited EDM’s capital and management structure in 2018.

In 2017 EDM employed more than 1,640 staff members and served over 1.6 million households in the country. With an average growth in number of households connected of 9 percent annually, over the course of IPS (WA)’s participation in EDM, the total number of connections grew by more than three-fold.

### Fiscal Contributions

The AKDN engages in sectors of strategic importance for national governments, and with a high developmental impact for communities. This assists countries in realising their long-term development goals, and the AKDN is a committed partner in this endeavour. It is also important to note the fiscal contributions made in the region.

The AKDN, mostly through its for-profit development agency IPS (WA),

**\$670m**

### Taxes

In 2005-2020, the AKDN – mostly through its for-profit IPS project companies in the region – made over US\$ 670 million contributions in taxes.

makes important fiscal contributions in West Africa. In total, from 2005 to 2020, the AKDN has made over US\$ 670 million contributions in taxes, at an average of US\$ 42.5 million per year.

Although these numbers are interesting at a regional level, they become significant when looking at fiscal contributions in jurisdictions around their operations. For instance, in northern Côte d'Ivoire, IPS has paid close to US\$ 48 million in taxes, averaging US\$ 5.3 million per year. In southeast Burkina Faso, Sосуco SN paid close to US\$ 55 million from 2005 to 2020, with an average of US\$ 3.4 million per year. In this region of Burkina Faso, there is a healthy competition between the Beragadougou and Banfora municipalities to see who captures Sосуco's tax contributions. Although the factory is located in Banfora, the sugar fields are located in Beragadougou!



**Above and below:** The Azito Energie power plant generates 25-30 percent of Côte d'Ivoire's electricity production.





## RURAL ECONOMIES, ENVIRONMENTAL RESILIENCE



*Zonagun Ziao is a cotton farmer from the village of Gnangon in northern Côte d'Ivoire. A widow, she had to fund her three younger children's school fees. With a small loan from Ivoire Coton to buy agricultural inputs recommended by the company's advisors, and the help of her technical advisor's recommendations, she was able to achieve excellent crop yields and generate enough income to not only pay school fees, but also make plans for building a new house.*

The deep dive into AKDN's contribution to rural economies and environmental resilience is highlighted through an analysis of its various projects. Here "rural economies" refers to the economic development facilitated by AKDN projects in rural and peri-urban areas, mostly linked to agricultural and agro-business opportunities. "Environmental resilience" refers to the sustainability and resilience of communities with activities such as climate change adaptation, and innovative agricultural practices.

### **IPS (WA) contributions to rural economies**

IPS (WA) places considerable value on a set of key development indicators to assess the level of success of its investments. These indicators include employment created, economic indicators and the impact of its supply chains. The agro-business investments of IPS (WA) have considerable effect on farmers and rural communities that participate in its supply chain. With projects in northern and central Côte d'Ivoire (Ivoire Coton), and central Burkina Faso (Faso Coton), IPS (WA) and its partners have an impact on over 71,000 families in West Africa. Concretely, this translates into over

US\$ 1.1 billion introduced in local rural economies from 2005 to 2020, with over US\$ 100 million alone in 2019. This represents up to 80 percent of cash income for cotton producing families in northern Côte d'Ivoire, and up to 65 percent in central Burkina Faso.

“We build (our homes) because of cotton, we buy inputs (for other crops) because of cotton, we have animals (an important saving and wealth generation mechanism) because of cotton, we pay for school education because of cotton.”  
-- Cotton producer in Côte d'Ivoire

A government official in Burkina Faso put the importance of cotton in its relative perspective to us:

“Cotton is the first agro-product in Burkina Faso and represents about 80 percent of all exports. Cotton is the first source of monetisation in rural areas, cotton areas are much better off than non-cotton areas. Four million Burkinabe are direct beneficiaries of cotton production, and cotton represents 4 percent of the GDP of the country. The economy suffers if cotton suffers.”

Due to its importance and integrated international value chain, cotton is a well-structured and regulated agro-industry in West Africa. Farmers are encouraged to think entrepreneurially and plan their production. By defining their expected returns, they can identify how much cotton needs to be produced, how much land to be allocated to production, and the number of seeds and other inputs required for production.



**Above:** With projects in northern and central Côte d'Ivoire (Ivoire Coton), and central Burkina Faso (Faso Coton), IPS (WA) and its partners have an impact on over 71,000 families in West Africa.



*In Burkina Faso, Banfora is a region where income opportunities are rare. Sосуco SN is essential for the survival and employment of the local population.*



## RURAL ECONOMIES, ENVIRONMENTAL RESILIENCE (CONTINUED)

Ivoire Coton and Faso Coton work with farmer cooperatives to provide support to individual farmers. Once the production goals are finalised, Ivoire Coton and Faso Coton provide all the inputs (seeds, fertilisers, animals for ploughing, etc) on credit. Once the cotton is sold to IPS (WA) projects, the credit is deducted, and farmers get paid for their production. The inputs supplied provide benefits for various other crops. Through the rotation system, whereby a farmer uses a part of his plot this year, and another next year, the remaining nutrients on the soil allow farmers to produce staple foods and cash crops such as rice, cashew nuts (Côte d'Ivoire), sorghum, corn, sesame, and peanuts (Burkina Faso). The credit provided to buy animals for ploughing allows farmers to plough their plots for other crops as well, increasing their livelihood strategies. Ivoire Coton and Faso Coton depend on cotton producers for their business, and cotton producers generate important income from their production.

### Cashew

Over 5,000 farmers have sold raw cashew nuts to Cajou des Savanes (Casa), generating US\$ 16 million for local communities since it began operating in 2014. Cashew is a less regulated and more volatile product in comparison to cotton. Casa was established when IPS (WA) observed cotton producers producing cashews as an additional source of income. Government policy supported the establishment of processing capacity in Côte d'Ivoire to retain a higher share of the value in the value chain. IPS (WA) saw this as a commercial opportunity. Raw cashew nuts, unlike cotton, can be purchased raw and exported to other cashew processing plants internationally, India and Vietnam being the main purchasers of West African cashew. Cashew is a very important cash crop for farmers, allowing them to improve their housing, invest in the education and health of their children, and continue to re-invest in cashew production.

### Packaging and rural economies

One of Fasoplast's mottos is "accompanying the farming world", voicing the company's commitment to national producers. Fasoplast's main clients include the cotton sector (including Faso Coton and the other leading cotton processing companies), edible oil companies, Sonagest, the national Burkina Faso cereal and food security organisation, amongst others. Fasoplast also partners with international institutions to develop products to better serve producers in Burkina Faso. One such partnership was established with Purdue University and the World Food Programme (WFP) to produce locally Purdue Improved Crop Storage (PICS) bags. PICS bags, also produced by Cofisac and Embalmali, provide a simple, low-cost method of reducing post-harvest crop damage, by providing a hermetically sealed environment for storing harvested grains. PICS bags provide many benefits for small-holder farmers, allowing them to store grains for longer periods of time, allowing them to sell produce in periods where the markets pay a higher value for them. The use of PICS bags reduces crop losses for farmers significantly, allowing producers to reduce losses and improve the quality of produce. It also allows producers to



**Above:** Fasoplast partners with international institutions to develop products to better serve producers in Burkina Faso. One such partnership was established with Purdue University and the World Food Programme to produce locally Purdue Improved Crop Storage (PICS) bags, which allow small-holder farmers to store grains for longer periods of time and sell produce at a later date when market prices are substantially higher.



*In Côte d'Ivoire, Cajou des Savanes was established when IPS (WA) observed cotton producers producing cashews as an additional source of income.*

capture substantially higher prices, due to the possibility of selling produce at a later date, as researchers at Purdue University reported in September 2011 in “An Initial Investigation of the Potential for Hermetic Purdue Improved Crop Storage (PICS) Bags in Sub-Saharan Africa”.

### AKF’s rural development programmes

AKF WA has worked with 43,000 farmers in Mali to strengthen and expand the capacity of farming communities to improve production and marketing of high-value cereal, vegetable, agroforestry, fish and small livestock products. It has supported the poorest households for the sustainable production of these products and complemented with fish farming where regional practices already exist. AKF strengthened production capacity to store fresh crops and reduce post-harvest losses through investment in appropriate storage and micro-processing facilities, as well as technical training and equipment.

In one project alone, “USDA Food for Progress III”, implemented from April 2013 to December 2017, farmers increased their production in high-value cereals such as sorghum (267 percent), millet (244 percent) and rice (111 percent), and in vegetable production such as onion (900 percent), okra (58 percent) and lettuce (16 percent). Subsequently, 56 percent of households reported having increased the diversity of food consumed.



**\$1.1b**

In 2005-2020, IPS (WA)’s engagement with farmer-producers introduced US\$ 1.1 billion into local rural economies.

## RURAL ECONOMIES, ENVIRONMENTAL RESILIENCE (CONTINUED)

### Climate change adaptation and resilience

AKF (WA) supported communities to adapt to climate change by strengthening and scaling up innovations for water management and food production. Through AKF's water and sanitation programmes, access and management of water use being a critical element of climate adaptation and resilience, over 115,000 beneficiaries have been reached by the 1,600 water and sanitation infrastructures built and renovated (including water pumps, boreholes, latrines and other). AKF has also worked with farmers to develop improved irrigation techniques and have access to drought-resistant seeds. AKF has reached over 43,000 farmers in these initiatives. AKF facilitated access to solar pumps for rural resource centres and vegetable gardens in Mali and Côte d'Ivoire and worked to improve existing water infrastructure. It worked with communities to strengthen capacities to manage water infrastructure and ensure long-term sustainability of interventions. AKF also worked with farmers to develop climate adaptation and resilience farming practices, taking into consideration more efficient use of water resources and adaptation to changing climate patterns in the region.



**Above:** Women collect water from a water pump in N'Dara village in northern Côte d'Ivoire. Through AKF's water and sanitation programmes, access and management of water use being a critical element of climate adaptation and resilience, over 115,000 beneficiaries have been reached by the 1,600 water and sanitation infrastructures built and renovated – including water pumps, boreholes, latrines and other.

### AKF's Warrantage Fund

One of the greatest impediments for the generation of income from agricultural production is the seasonal fluctuation of prices. Farmers depend on rice produced to generate income, and that income is needed to be able to cover for various family costs. What usually happens is that as crops are harvested, much of the produce would hit the market at the same time, therefore considerably lowering the amount of value producers generated from their crops.

AKF and PAMF collaborated in the development of the warrantage programme, supporting cooperatives to increase incomes for farmers through storage and accessing markets in a timely manner to ensure higher revenues for their produce. This led to 16,000 farmers and over 1,000 agribusinesses to receive PAMF loans in collaboration with AKF interventions. AKF and PAMF worked with and financed producer cooperatives to develop an innovative approach, the Warrantage Fund. This was a fund provided to nine cooperatives to assist them in developing processing and storage capacity – which allowed farmers to sell to the cooperative, which then would pay farmers spot market prices but would store the produce and sell later when prices were higher. The fund, of about US\$ 300,000 is being managed locally by the cooperatives with efficiency and transparency. Through this method, farmers receive cash immediately at harvest, but generate more value and distribute profits later during the season. Because of AKF's initial investment and capacity building, cooperatives gained confidence to increase their storage and processing capacity and became crucial funders of social development initiatives within communities, such as supporting the schools and health centres with staff and capital investments. The fund allows multiple Early Childhood Centres to provide food for hundreds of children.





*AKF worked with over 43,000 farmers in the region to develop improved irrigation techniques and provide access to drought-resistant seeds. Photo taken in Mopti, Mali.*

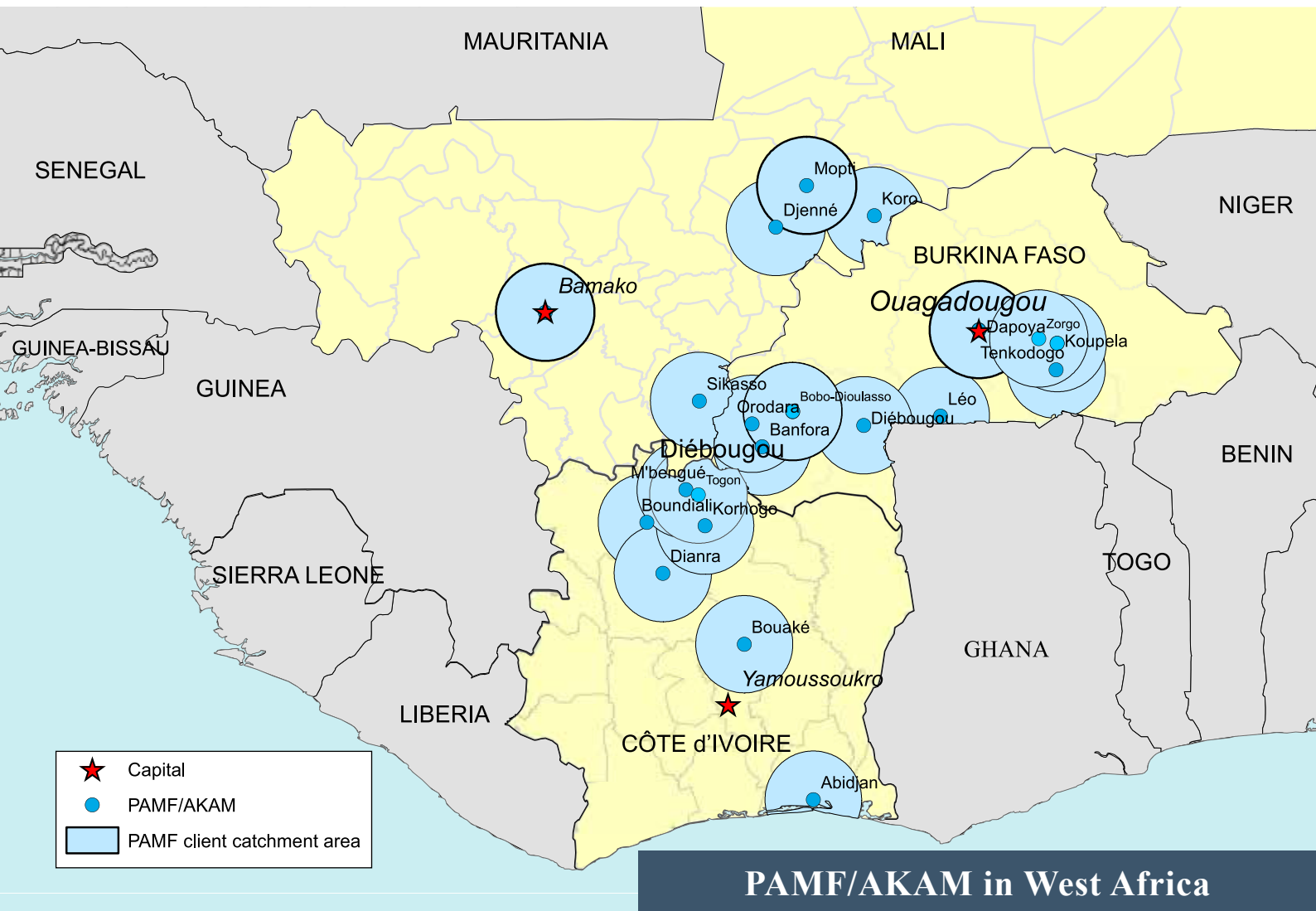
### **Community-based savings groups**

Community-based savings groups (CBSGs) are organisations that allow community members to pool their savings together and provide capital for small-scale projects. In many ways these groups are the first step into accessing financial services for many communities, and they perform important economic functions such as providing saving mechanisms and access to credit. For the majority of participants in CBSGs, a majority of which were women, these were the first financial services accessed, an important step for the financial inclusion of communities.

### **Local systems strengthening**

AKF WA trained over 200 peer trainers and champion producers from 2014 to 2019 alone. These peers are the intermediaries between farmers groups and government technical services. Peer trainers developed leadership, facilitation, community mobilisation, partnership building and functional literacy to develop a community-based peer trainer network of development agents for their communities. This was also an opportunity to promote women's leadership in this sector.

## RURAL ECONOMIES, ENVIRONMENTAL RESILIENCE (CONTINUED)



### PAMF/AKAM in West Africa

#### Integrated Nature of AKF Programmes

The integrated nature of AKF programmes allowed farmer cooperatives to support early childhood centres to acquire food supplements for children in the community. When designing interventions, AKF had in mind the need to integrate activities from various sectors to make them mutually reinforcing. For example, improved irrigation technics and water infrastructure allowed families to grow vegetables to improve their food and nutritional security, whilst generating increased income for families and communities. Specifically, allocated plots of land managed by the community allowed for



payment of health carers hired for the community, and vegetable gardens were created to supplement the quality of meals provided for students in the school. This integrated approach allowed communities to access packages of services in education, health, nutrition, agriculture and livestock, amongst others.

### **PAMF contribution to rural economies**

PAMF's network of branches and credit agents is designed to serve the financing need of rural markets. Over 61 percent of all their loans are given to support rural economies, and the product design, allowing for repayments over a period of one year, is made so that it allows producers and entrepreneurs alike to finance agricultural campaigns and repay credits based on the seasonality of the rural economies.

According to a PAMF staff member:

“PAMF financing has allowed the most vulnerable families to have the opportunity to produce, to have access to productive capital. We give credit without guarantee, they can rent out machinery to produce more to feed their families. PAMF allows people to grow vegetable gardens or buy animals to support with work in the fields. Farmers produce sesame, make money, some bought bikes, buy furniture, improve their homes with permanent



## RURAL ECONOMIES, ENVIRONMENTAL RESILIENCE (CONTINUED)

construction, solar panels in the house to provide access to light and communication. Families that previously could not eat are now developing and improving their quality of life. Our products give people some dignity, especially women, they get some means to contribute to their families.”

PAMF sought to be embedded in rural communities, with credit agents covering a radius of 80 kilometres from PAMF agencies on average. This led to agents engaging consistently with rural-based entrepreneurs, identifying opportunities, and providing technical support and access to credit. In Koro, Mali, for instance, agency-based credit agents identified an interesting economic opportunity. They would see traders come from Bamako, buy goats and sheep, particularly for the Eid al-Adha sacrifice and celebrations requiring a great quantity of animals in urban centres. These Bamako-based traders would come to Koro, in Mopti region, buy young animals, and pay local ladies to care for the animals until they grew, at which time the traders would come to collect them for sale in Bamako. The PAMF Koro team identified an opportunity here to support female entrepreneurs. They financed local women to acquire the animals and raise them during the year, and sell them around Eid time, therefore capturing most of the value added.

Credit agents’ knowledge of the field and market opportunities allowed them to be a great resource to rural entrepreneurs, assessing economic opportunities, encouraging cross-sharing of experiences between entrepreneurs, and assisting the financial calculations and risk assessment in the evaluation of economic opportunities.



**Above:** PAMF credit agents’ knowledge of the field and market opportunities allowed them to be a great resource to rural entrepreneurs.

### Environmental resilience

Climate change has been an important challenge in West Africa, particularly in central Mali. The visible climate changes that are challenging agricultural practices in Mali are rising temperatures, decreased rainfall, increased inter- and intra-annual variation in rainfall, and greater frequency of climate shocks. These have resulted in reduction of agricultural yields, difficulties in finding and selecting right varieties to plant and deciding when to plant, drying of small rivers, reduced fish catch and decreased water, loss of tree cover and biodiversity and food for livestock.

IPS (WA), through its numerous agro-business investments, is also supporting the identification of drought-resistant seeds and improved irrigation techniques. In Burkina Faso, Faso Coton and the other cotton processing companies are providing financial support to the Environmental Institute for Agricultural Research (INERA) to develop research and identify high-yielding and drought-resistant seeds, that once identified, will be distributed to cotton producers nationally.

### Mali National Park - A green lung in Bamako

“Like Mali itself, this Park has the mission of upholding the country’s tradition of encounters and dialogue, while preserving the natural heritage and ecosystems of which man has stewardship...”

-- His Highness the Aga Khan speaking on the occasion of the Inauguration ceremony of the National Park of Mali, Bamako, Mali, 22 September 2010.





*Mali National Park, a green lung in Bamako.*

The Mali National Park and zoo is the result of a successful public-private partnership between the Malian Government and the AKDN. It has had over five million visitors, and is a very important social, environmental, educational and cultural space in the national capital.

The Park is the only green public space where families can come and enjoy indigenous trees and plants in a vast area and use this as a living social place. An important aspect of its mandate is its educational component. It has the largest sample of indigenous trees, plants and animals in its zoo. It acts as a living sample of Mali's biodiversity and acts as an important educational asset for its over five million visitors to date. The Mali National Park is one of the largest in Sub-Saharan Africa, and a substantial contribution to improving the urban environment of Bamako.



## SOCIAL DEVELOPMENT



At the core of the AKDN's commitment to any region is its long-term contributions to social development, including health and education service provision, as these are a fundamental aspect of the quality of life. The AKDN in West Africa has had numerous social development interventions, broadly focusing on health and education. It has attempted to generate more contributions to development than the sum of its interventions, by working with partners, leveraging resources and strengthening capacity of local government, public services and community-based civil society organisations.

The lead agency in the promotion of social development is the Aga Khan Foundation (AKF). Although AKF has worked in collaboration and in

synergy with the other AKDN agencies present in West Africa, namely the Aga Khan Trust for Culture, Première Agence de Microfinance and Industrial Promotion Services, it has focused particularly on Mali and Côte d'Ivoire.

The AKDN's agencies coordinate their interventions so that each project can bring the necessary resources and expertise to bear on a given area. Each agency is meant to interact with, and reinforce, the others. This is largely based on the Multi-Input Area Development approaches for programming modelled by the AKDN. In the words of the CEO of the Aga Khan Rural Support Programme in India, Apoorva Oza:

“Multi-input area development largely means that at the community level you have multiple inputs in the health, livelihood and education sectors being made available. It arises from the fact that in very poor regions, the poverty that we know is multi-dimensional, so just addressing one input – whether it be education or income – is actually not enough. It doesn't lead to a substantial difference in the quality of life.”

In West Africa, this meant AKDN agencies leveraging each other's efforts in the region. Concretely, this meant a concerted focus of efforts in various areas in West Africa, including: Northern Côte d'Ivoire, central Mali, southeast and central Burkina Faso. Various programmes contributing towards rural development, education, health, microfinance, culture and economic development were layered in the same geographic areas, where possible. In



700k

In 2005-2020, the AKDN mobilised over US\$ 200 million in social investment, reaching nearly 700,000 direct beneficiaries.



*In Mopti, Mali engaged community members were at the heart of AKF's multi-input development activities.*

## SOCIAL DEVELOPMENT (CONTINUED)



*The cases de santé which AKF helped to establish in Mopti, Mali have helped to dramatically reduce the incidence of maternal and newborn death.*



**30k**

The AKDN's health initiatives reached 30,000 women of reproductive age in the region.

this sense, AKF's initial engagement in West Africa in 2008 was in supporting AKTC in its water and sanitation and health projects in the Mopti region. AKF's initial work in Côte d'Ivoire was in the North, leveraging IPS (WA)'s extensive work with cotton-producing communities in the country. AKF also collaborated with IPS in the centre and south, providing technical support for early childhood projects and telemedicine projects in Abidjan. PAMF also developed its interventions to overlap with AKF, AKTC and IPS geographical areas of work, focusing on areas where other agencies already operated.

### **The Aga Khan Foundation**

The Aga Khan Foundation (AKF) brings together human, financial and technical resources to address the challenges faced by the poorest and most marginalised communities in the world. Special emphasis is placed on investing in human potential, expanding opportunity and improving the overall quality of life. In West Africa, AKF has focused its operations in central Mali and northern Côte d'Ivoire and Abidjan, providing support to other agencies when required. AKF's interventions included rural development, health, education, water and sanitation, and strengthening



civil society. AKF's programmes were designed in an integrated manner to leverage their resources and reinforce the sustainability of interventions.

### Health and Nutrition

AKF WA worked with communities, local government and public health service providers to strengthen the systemic capacity for healthcare service provision, linking services to national platforms for data gathering and more targeted approaches to local health challenges. AKF also worked directly with community health workers (CHWs). It improved their capacity by providing training and supervision systems to ensure gender-responsive, preventative and curative services in rural areas in partnership with the Ministry of Health. Community health information systems were developed to reflect how CHWs contributed to national health outcomes. Evidence produced by the programmes served as a basis for influencing national policies on essential community health care and the integration of the CHWs into the Malian civil service structure. As a result of AKF's work with partners, rural maternities are being included in the Malian national health infrastructure.

AKF helped improve the delivery of community health services, the quality of patient care and the efficiency of referral mechanisms in rural areas through use of health technology, upgrading community health facilities and strengthening of staff capacity.

In partnership with IPS (WA) and other partners, telemedicine platforms were created to provide e-training and access to experts through teleconsultation to health practitioners in Côte d'Ivoire and Mali. Online and off-line content includes facility management, essential Maternal, Newborn and Child Health (MNCH), HIV, early childhood development and nutrition. AKF has rehabilitated community health facilities to meet standards and improve services. Linkages between community health facilities, workers and leaders were strengthened to improve service delivery and governance.

### Water and sanitation facilities

The Foundation had improved access to sustainable potable water and sanitation infrastructures, especially for public health and school facilities, to reduce waterborne and related diseases. AKF has worked with communities to leverage community capacity to access and manage community water infrastructure in a sustainable manner. It has also supported the development of women-led Water User Associations (WUAs) to coordinate the equitable and sustainable distributions of water for households and public facilities. AKF also supported the adoption of good hygiene and sanitation practices through community-led initiatives.

AKF has worked to build the capacity of health governance structures at local, regional and national levels of the health system, to ensure quality service delivery and strategic leadership. At community level, it has worked to improve community health committee capacity to coordinate and mobilise resources for the implementation of community health interventions in collaboration with other actors of the local health systems.



**Above:** As a result of AKF's work with partners, rural maternities are being included in the Malian national health infrastructure.



## Maternities

The AKDN's health investments resulted in the construction or rehabilitation of 115 maternities.

## SOCIAL DEVELOPMENT (CONTINUED)

### Early childhood development

AKF has worked to increase the knowledge and awareness of households and community members on holistic, nurturing ECD practices and benefits in partnership with AKFED companies and other private-sector actors. AKF has implemented supportive caregiving programmes aimed at equipping parents and caregivers with stimulating and responsive caregiving skills. It has also leveraged and strengthened existing community-based groups and platforms to improve early childhood development opportunities, including vegetable gardening groups, farmers cooperatives, community-based saving groups, as well as private and public health facilities. AKF assisted in the leveraging of community resources and agency to raise over 70,000 children.



**Above:** Filtisac has an on-site health clinic with extended healthcare provision for family members. About 44 percent of its 153,000 health appointments done between 2005 and 2020 were of family members of Filtisac staff.

### IPS (WA)

IPS (WA), as a part of the Aga Khan Development Network, is a for-profit development agency. It has important investments in corporate social responsibility, and it seeks to be a value-driven corporate social citizen in all the regions in which it works. Large numbers of IPS staff are from local communities; communities often form an important part of its supply chain; local businesses offer services and products for IPS's operations; and their health, education and environmental concerns are a part of IPS's larger welfare.

Wherever it is possible, IPS leverages its resources to provide support to local communities. As an example, Sosuco SN and Filtisac have their own health clinics. Originally conceived to be clinics to address primary care provision in case of on-site worker accidents, they have expanded considerably offering medical appointments and clinical examinations far beyond the health and safety requirements. Sosuco SN has established a health clinic that is one of the main health service providers in Beregadougou. Over 60 percent of its over 150,000 health consultations done between 2005 and 2020 were conducted for members of the community. Filtisac also has a health clinic with extended healthcare provision for family members and children, and nearly 44 percent of its 153,000 health appointments done between 2005 and 2020 were of family members of Filtisac staff.

It was based on the priorities identified through Ivoire Coton's interaction with cotton producers, for instance, that AKF's and IPS's intervention in access to water for communities came to fruition in northern Côte d'Ivoire, and it was through Filtisac clinic's regular engagement with children at their paediatric consultations, that ECD initiatives that promoted parents reading for children, and activities promoting the physical, emotional and intellectual engagement of children by parents were developed in collaboration with AKF and other partners.

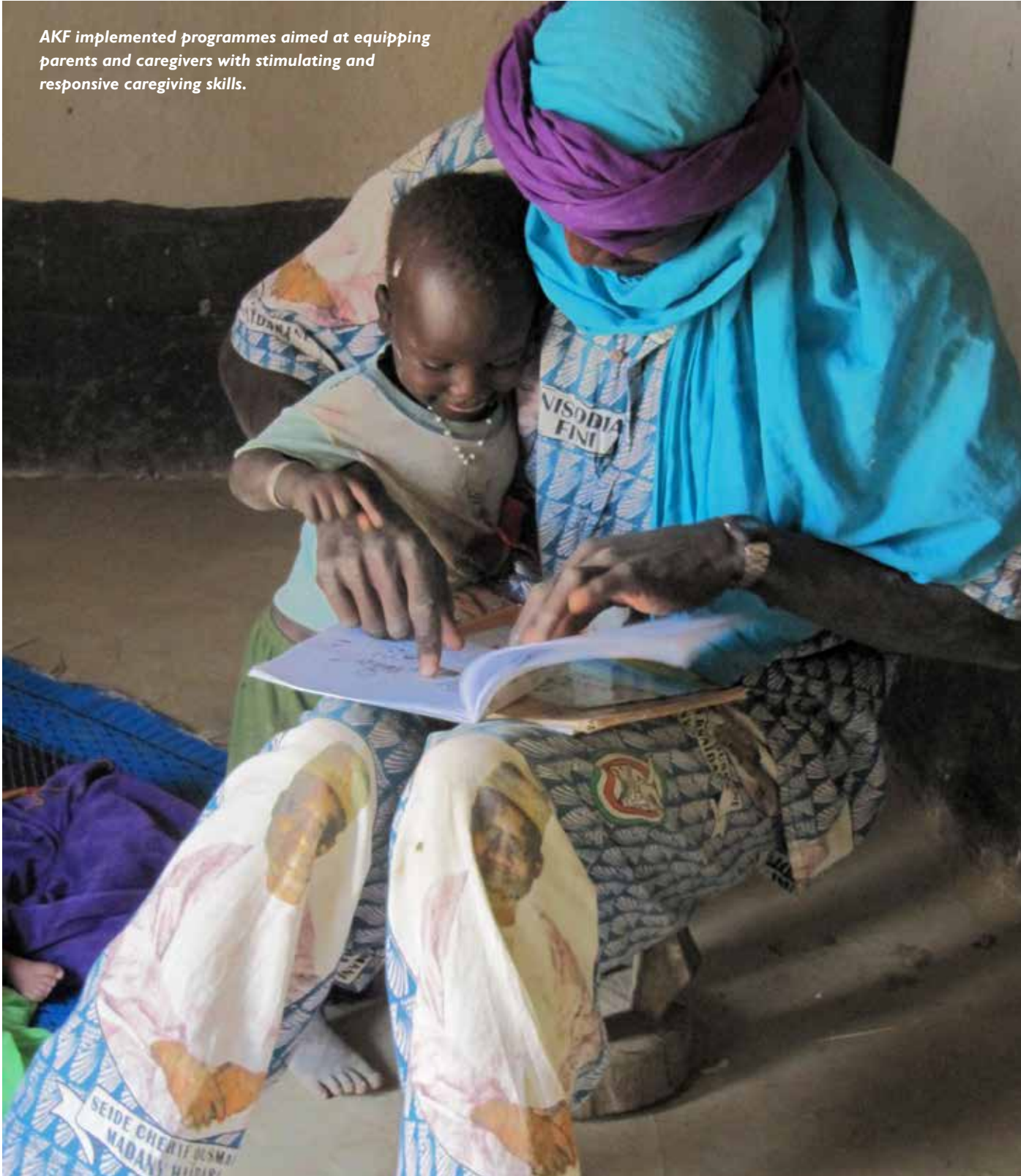
Ivoire Coton's knowledge of northern Côte d'Ivoire allowed AKF to have a facilitated access to communities in the region. It was through this knowledge of the context that some key priorities were identified. Ivoire Coton had already implemented a number of social programmes in the cotton regions of northern Côte d'Ivoire, including:



70k

The AKDN's early childhood development programmes reached 70,000 children in the region.

*AKF implemented programmes aimed at equipping parents and caregivers with stimulating and responsive caregiving skills.*





## SOCIAL DEVELOPMENT (CONTINUED)



### Sanitation

The 1,600 water and sanitation infrastructures built and rehabilitated by the AKDN – including water pumps, boreholes and latrines – have provided clean drinking water to 115,000 people and helped end open-air defecation in 33 villages.

- Drilling and maintaining 857 hydraulic pumps, providing drinkable water to 900,000 people;
- Building and supplying 188 first-line health centres with essential drugs;
- Training community health workers and traditional birth attendants;
- Operating a private clinic in Boundiali, which provides some 10,000 consultations a year to employees, families and local community;
- Carrying out adult literacy activities benefiting 7,500 out-growers and family members;
- Supporting rural women associations cultivating food crop by providing equipment; and
- Providing inputs and training and raising awareness on HIV/AIDS, malaria and tuberculosis amongst rural communities.

The first priority engaged in partnership by AKF and Ivoire Coton was access to water and improved sanitation. This led to the implementation of the Multiple Water Use Services in northern Côte d'Ivoire, providing more than 111,600 individuals with access to drinking water through 25 boreholes drilled, 71 pumps repaired and setting up a community-based support structure based on the creation of 38 water point management communities.

This project also had two other important components: sanitation, and horticulture. For sanitation, the projects trained six community health agents on the management of household water. Thirty-three villages were targeted for training and messages, and this led to the ending of open-air defecation in these villages. With regards to horticulture initiatives, various horticulture groups were created to allow communities to improve the nutritional value of their diets and supplement income through market access with fresh produce.

AKF and IPS also partnered for the implementation of a USAID/Pepfar-funded telemedicine project, providing support to health providers in northern Côte d'Ivoire through training of medical staff and access to expert knowledge based in Abidjan through state-of-the-art teleconferencing technology. This project allowed for consultations of over 6,800 individuals, training of 118 healthcare staff (16 doctors, 35 midwives and 67 nurses). Doctors in Boundiali could present complex medical cases to expert doctors in Abidjan and derive advice for further care.

In education, AKF and Ivoire Coton partnered with Cargill Foundation to work with 14 schools in northern Côte d'Ivoire. These schools received a refurbishment of critical school infrastructure and capacity building of faculty and staff. This project benefitted a total of 2,846 students, 85 teachers and 92 other members of staff in the targeted schools.

In Abidjan, since 2009 Filtisac was implementing a project named "Reading to the Child". The programme supported staff members with children ages 0-6 years. Since 2009, an average of 30 children together with their parents or minders participated in reading and other activities whilst waiting for their paediatrician to attend to them. In 2016, AKF solicited support from the Bernard Van Leer Foundation (BvLF), a global leader in early childhood care projects, to finance a project in partnership between Filtisac and AKF.

This project trained 105 Filtisac staff members on best practices of education and communication with children ages 0-5 years. This project also reached out to 274 parents in Abobo community through awareness-raising sessions in Filtisac employees' neighbourhoods. It equipped a dedicated space at Filtisac called the "Little Ones' Corner" for children and parents, offering the possibility of carrying out a greater variety of activities and events for parental education and early childhood development.

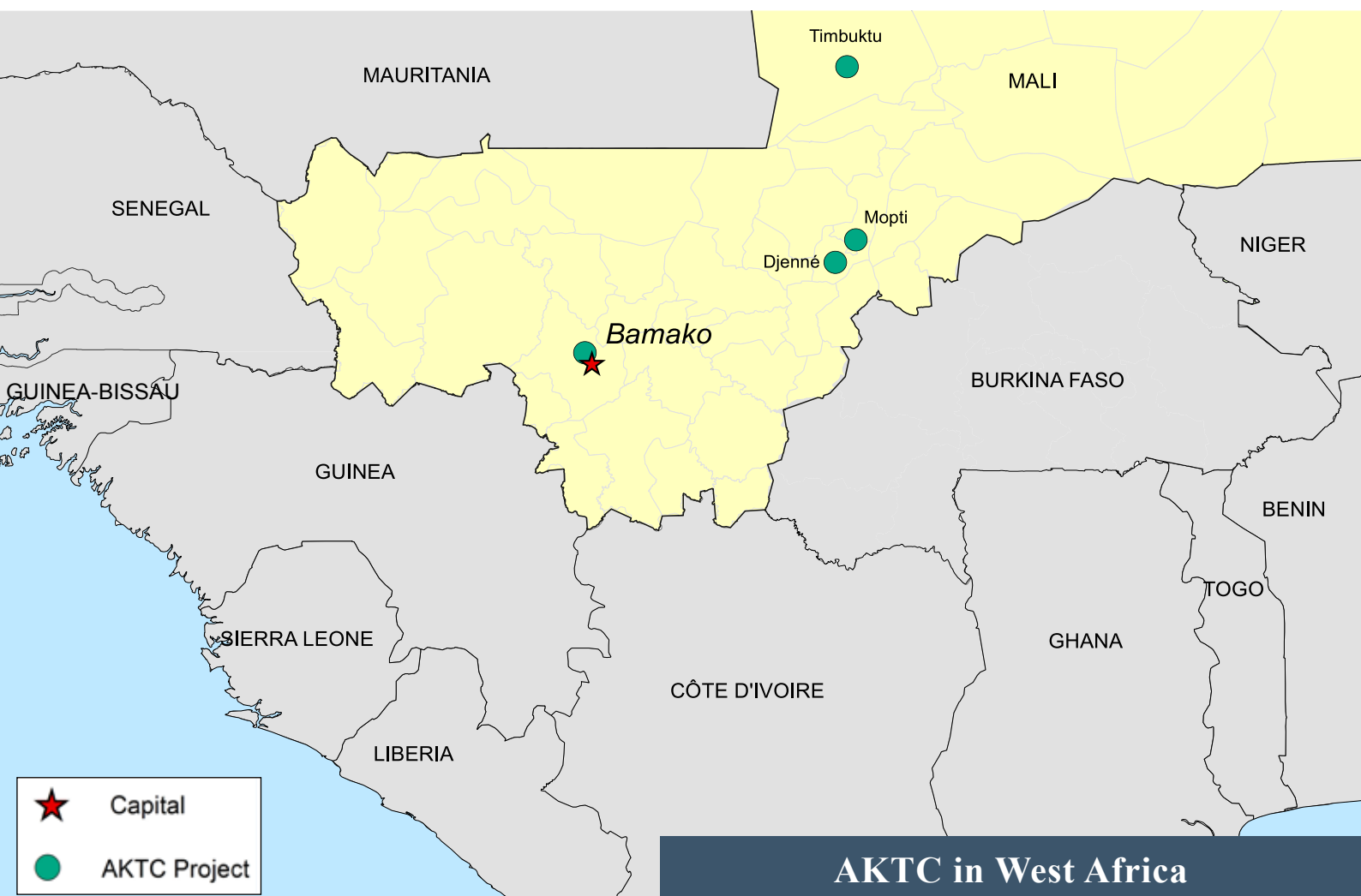
Social development activities are not only related to corporate social responsibility. They are often an integral and core aspect of IPS' projects. For instance, Chimtec, a chemical trading company based in Abidjan and holding 30 percent of the regional market share for chemical products for several industries, such as food, cosmetics and paints, also supplies about 60 percent of all chemicals required for the treatment of drinking water in Abidjan.

IPS created a social fund in 2003 to finance social development activities for its staff and families. The fund, named SOLIPS (abbreviation of Solidarity IPS), operates in all IPS companies in Côte d'Ivoire, Mali, Burkina Faso and Senegal. Its goal is to financially assist company employees who are totally or partially incapacitated and are no longer able to work; establish and fund HIV/AIDS, malaria and tuberculosis screening and prevention programmes; and provide care for ill workers through the funding of treatment, biomonitoring, and psychological and social assistance. SOLIPS has conducted various awareness raising campaigns on prevention of HIV/AIDS with staff and communities in Burkina Faso, Senegal and Côte d'Ivoire.



*The IPS social fund "SOLIPS" finances activities including staff awareness raising campaigns on disease prevention in Burkina Faso (photo), Senegal and Côte d'Ivoire.*

## CULTURE AND SOCIAL COHESION



Culture is an integral element of a community's perceived quality of life. It encompasses the physical environment, social interactions, music, architecture, the practice of faith and other important aspects of life. For the AKDN, culture is an active social and economic asset, at once reinforcing a sense of identity, pride and belonging for communities; as well respect for diversity and engagement with pluralism; and an economic driver for development, providing opportunities for employment, raising incomes and enhancing urban spaces.

For the AKDN, engaging with culture represents an opportunity to enhance and generate value through cultural assets. The Aga Khan Trust for Culture (AKTC) was the vehicle for the implementation of culture related



programming. AKTC’s interventions in West Africa can be divided into three broad areas: Earthen architectural interventions that help promote the re-vitalisation of historic-cultural assets, such as the earthen mosques of Mopti, Djenné and Djingereyber in Timbuktu, and upgrading of surrounding urban areas; the Mali National Park and Zoo in Bamako, a public-private partnership with the Malian Government creating a unique urban green island in the city – a space of leisure, education, well-being and social gathering; and two global initiatives that recognise excellence in their respective fields, the Aga Khan Award for Architecture and the Aga Khan Music Awards. The Aga Khan Award for Architecture identifies projects that set new standards of excellence in architecture, planning practices, historic preservation and landscape architecture. The Aga Khan Music Awards recognises exceptional creativity, promise and enterprise in musical performance, creation, education, preservation and revitalisation.

**Earthen architecture rehabilitation programme**

Following the signing of the Agreement of Cooperation between the Government of Mali and the AKDN in 2003, AKTC began the Earthen Architecture Programme. This programme consisted of taking a holistic view of historic cities and sought to engage in a manner that improves key monuments, but also surrounding urban areas, to leverage these interventions and improve the quality of life of the residents in neighbouring communities. The first project was the rehabilitation of the Great Mosque of Mopti, also known as the Mosque of Komoguel, built between 1936 and 1943. This



**Above and below:** Following the signing of the Agreement of Cooperation between the Government of Mali and the AKDN in 2003, the Aga Khan Trust for Culture began its Earthen Architecture Programme by restoring the Great Mosque of Mopti, also known as the Mosque of Komoguel. These photos show the Mosque after restoration.



## CULTURE AND SOCIAL COHESION (CONTINUED)



mosque was in poor condition, having been damaged by the inappropriate use of cement in a previous restoration effort in 1978, a heavier material that threatened the structural soundness of the building.

The Earthen Architecture Programme began by identifying the best practices of mud building grounded in local traditions and materials, introducing conservation methods and processes. AKTC learnt traditional techniques to strengthen the adobe for plastering the walls, reverting to organic additives such as karité (shea) butter, baobab fruit powder, or rice husks, which greatly improved the performance of traditional mud buildings. Secondly, it created a database of architectural, archaeological and technical documentation via first-hand knowledge of these unique historic sites. Thirdly, AKTC worked with local masons and communities to improve local capacity to build and manage these previous architectural heritage sites, training local masons in the skills of building with earth and reviving the traditions of handing down knowledge of restoration methods and materials to future generations. These projects were a significant economic driver in these communities by sourcing local supplies, creating local employment and drawing tourism into the region.



In Mopti, AKTC engaged in urban rehabilitation work in Komoguel. The first phase of this work was to provide protection against periodically rising river water by constructing a flood barrier with 3,200 square metres of landfill. In addition to this, several public water points were established to increase access to safe and clean drinking water; an underground sewage system was established and connected with individual households; a treatment facility for raw sewage was installed; 4,000 square metres of streets were paved with locally manufactured bricks (made from recycled polythene bags and sand); and a system for collecting solid waste was introduced. There were clear health and sanitation benefits of this work, with a significantly clearer urban environment. But there were also important social gains. The streets, which before were considered unsanitary places to avoid, after this work became the setting for an increased social space, where children played without risk of falling on open sewage water, and families could sit outside their homes and enjoy each other's company or just catch a breeze of fresh air.



**Above and opposite:** In Mopti, restoration of the Mosque of Komoguel was linked to a water supply and sanitation programme aimed to improve environmental health in the neighbouring area (above). As part of this programme, the AKDN operated a manufacturing facility to produce street-paving blocks made of recycled plastic bags and sand (opposite).

### Centre for Earthen Architecture

After carrying out the restoration of the Komoguel Mosque of Mopti, the Djenné Great Mosque and the Djingereyber Mosque, AKTC turned to the construction of the Centre for Earthen Architecture in Mopti, a visitor facility that forms part of the city's tourist infrastructure but simultaneously accommodates an administrative programme servicing local needs in the district of Komoguel.

**The Centre for Earthen Architecture in Mopti, a visitor facility that forms part of the city's tourist infrastructure.**





## CULTURE AND SOCIAL COHESION (CONTINUED)



**Above (from top to bottom):** Interior plastering work during the restoration of Djingareyber Mosque in Timbuktu, the oldest mosque in the entire sub-Saharan region. The interior after restoration. In Djenné, the cart bridge that shortens the journey to the municipal landfill from a 2-hour walk to a 5-minute bridge crossing.

### Djenné

Djenné is an ancient city of 16,000 inhabitants marked by a lively community from various ethnic groups. The Great Mosque of Djenné, constructed in 1906, is located at the heart of the city, surrounded by the main market square. Its construction technique is most unusual since it was built entirely of small cylindrical mud bricks called djenne-fey. Masons in Djenné are thought to hold magical powers, giving them social importance in the community. Every year, the community gathers for a celebration of the Mosque and engages in the *crépissage* or plastering of the mud walls.

In spite of its yearly maintenance campaigns, the Mosque was in poor condition in terms of structural load-bearing walls and the roof. Based on a full documentation via topographic and architectural surveys, a damage assessment was drafted. The project scope was to guarantee the stability of the building by consolidating the carpentry and wall-bearing system. The Mosque interior was also subject to full conservation including rehabilitation of the interior and exterior surfaces, eviction of the bats and replacement of the defective sound, ventilation and lighting installations. Due to a lack of qualified contractors for monument conservation in Djenné, the work was entirely in-house managed. This also enabled direct quality control, flexibility in resource allocation and on-the-job training in conservation methods to more than 120 community masons.

As with Mopti, AKTC wished to engage in a deeper revitalisation of the city, to improve the quality of life of its communities. After various consultations with members of all communities and community leadership, AKTC worked to make urban infrastructure improvements to the public open spaces, including the famous Monday Market square in the vicinity of the mosque; to the solid waste management and infrastructure; and to water and sanitation work.

Djenné's major threats to public health and quality of the public open spaces find their origin in inefficient solid waste management and inappropriate sanitation systems. For decades, Djenné residents dumped on the riverbanks resulting in accumulated fills of a dozen of metres and, in certain parts even more, of freely deposited solid waste. As a result, traditional harbor activities in the river stopped and access to water to wash clothes or even swim was not possible anymore. Moreover, open-air dumping close to houses involved health hazards and risks for young children playing in the area. AKTC worked with Djenné Municipality to develop a plan of action, which included identifying a place to build a safe landfill. The place chosen was difficult to access during certain times of the year due to seasonal rain flooding, so AKTC built a cart bridge, and local authorities set up a system of waste collection.

Today this cart bridge and the immediate access to a secured landfill allows the congested city centre to grow. The cart bridge shortened the journey from a 2-hour walk to a 5-minute bridge crossing.

An integrated urban rehabilitation project was developed to reinforce the mosque-market square as a pedestrian space and to open the city to the



*The Great Mosque of Djenné*

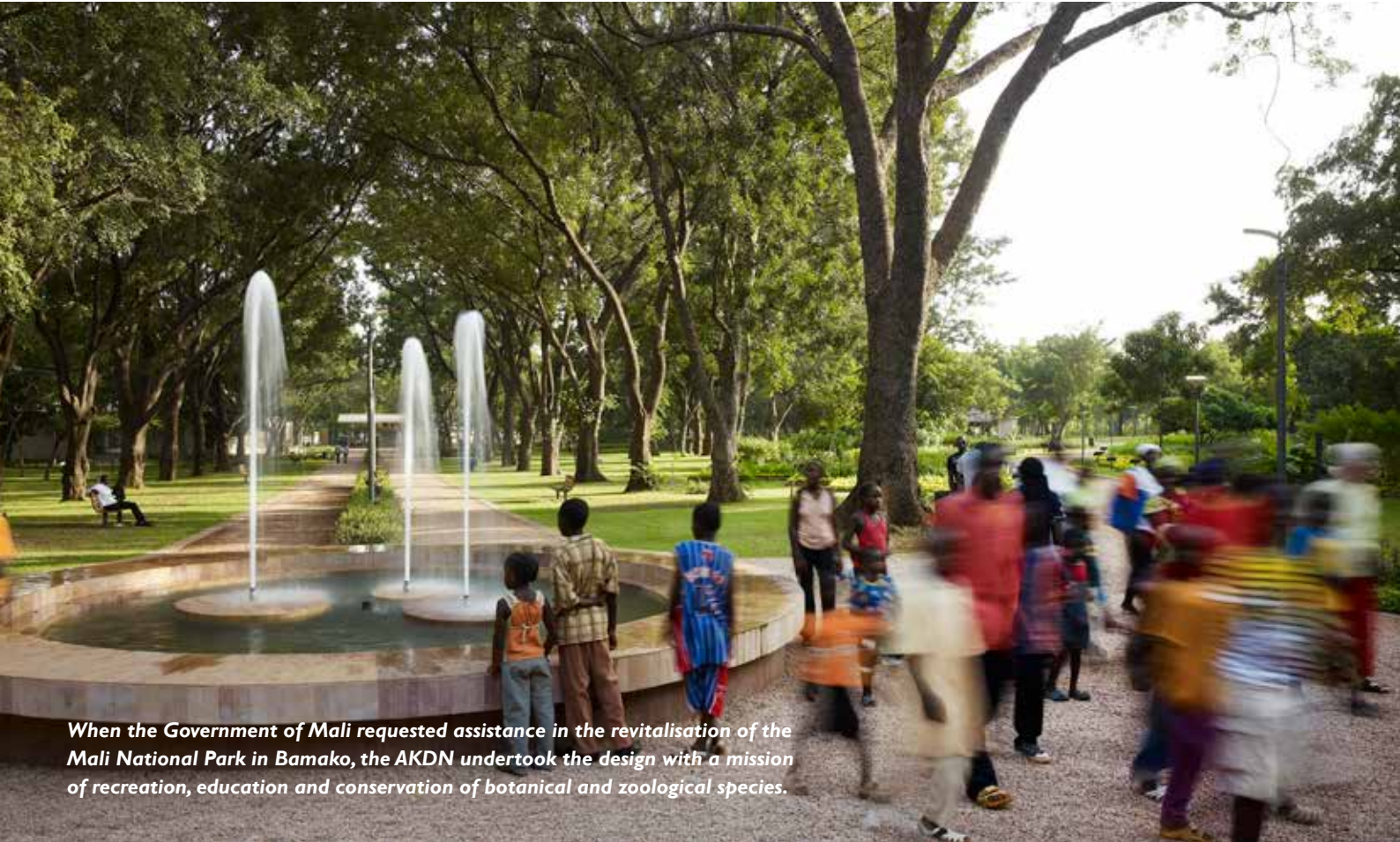
river in a large, public and upgraded open space. The project also included improving drainage and sanitation in these areas and surrounding streets. Sewage and drain water management systems were also implemented. The objective of these works was to demonstrate that it is possible to reclaim existing open spaces in a human-friendly manner.

### **Timbuktu**

The oldest mosque in the entire sub-Saharan region, the Djingereyber Mosque in Timbuktu, built in 1325, is still in use by the community. When the AKTC commenced a survey and study, the Mosque, made of tuff stone and mud subject to the depredations of a harsh arid climate, was in a process of advanced degradation due to deterioration of the mud plaster mix,



## CULTURE AND SOCIAL COHESION (CONTINUED)



*When the Government of Mali requested assistance in the revitalisation of the Mali National Park in Bamako, the AKDN undertook the design with a mission of recreation, education and conservation of botanical and zoological species.*

associated with rainwater ingress into the stone and mud masonry and termite infestation of the timber beams; moreover, the accumulation of mud fill resulting from years of maintenance threatened to weaken the structure to the point of collapse.

The project first focused on consolidating the mud masonry and carpentry, making the roofing watertight. Then the project aimed to conserve decorative earthen motifs and plastered surfaces in the interior spaces of the Mosque's covered prayer hall and replace the defective sound, ventilation and lighting installations.

Timbuktu is a remote location posing challenging logistical conditions. Sourcing quality construction materials in the immediate environment is difficult due to the decline of appropriate mud construction techniques. Logistics and local transportation, combined with the lack of skilled mid-level labour and security threats, are also challenging.

As a result, the work on Djingereyber Mosque was entirely managed in-house, employing traditional masons active in the neighbourhood's



corporation. This mode of operations also enabled direct quality control, flexibility in resource allocation and on-the job training in traditional building crafts and contemporary conservation methods to more than 140 community masons and craftsmen. Literacy classes were offered to all implementation crew and foremen as well as training in basic computer skills.

### Mali National Park

The Trust, in a public-private partnership with the Malian Government, rehabilitated the Mali National Park and Zoo, opening to the public in 2010 for the park, and 2013 for the zoo. To date, there have been over 5 million visitors. The park employed over 1,500 people and engaged local suppliers and businesses for much of its needs during the construction stages. During normal operations, over 130 people are employed. The Park remains one of the most visited sites in Bamako, with many families choosing it for leisure and social events. Today it is an important part of Bamako. Bamako, the capital of Mali and its largest city, is one of the world's fastest growing cities. With an estimated urban population of 2.6 million, its inhabitants have more than doubled since 2003.

The Mali National Park is an urban infrastructure of significant importance. It is located within 2,100 hectares of protected forest grounds at the foot of the Koulouba Hill, close to the city centre. An urban green area by excellence, the Park itself is composed of 103 hectares, within which 24 hectares are arranged as an arboretum and zoological park. The Park is located in a campus of three institutions of significant cultural, educational and leisure importance: the National Museum of Mali, the Mali National Park and the Bamako Zoo. AKTC's first engagement was with the Museum, working with its staff to strengthen cataloguing capacity, and sharing the knowledge gained through AKTC's work with Earthen Architecture.

The Government of Mali requested the AKDN to assist in the revitalisation of this important national asset. The Trust, building on its gained experience with building urban parks in other cities, proposed a concept for a long-term institutional framework for the rehabilitation and sustainable development of the Park, with the capacity to be economically viable rather than being a financial burden on municipal and local authorities. The Mali National Park was thus designed with a mission of recreation, education and conservation of botanical and zoological species.

The Mali National Park was an investment in an urban infrastructure of significant importance in Mali. It contributed to the making of Bamako as a flourishing urban cosmopolitan centre. It was a pillar stone in the development of a new urban culture for this fast-growing city. Bamakois, the citizens of Bamako, needed this type of space to enjoy being together socially and with nature. The Park today is a green space with an important role in the urban landscape. It is a space of freedom, a space of conviviality, education, expression, a space of celebration. AKTC's work in the Park included the rehabilitation of the landscaped areas and the creation of new areas were made possible by the installation of a nursery on site where all the new plants were cultivated. While the original tree specimen rows have been enhanced by new paths, a medicinal garden has been set up to display many plants used



5m

An urban green area by excellence, the Mali National Park in Bamako has received 5 million visits.



**Above:** In the upper part of the arboretum, a gastronomic restaurant capable of serving around 100 covers has been built on rocky escarpments, offering a panoramic view of the entire Park.

## CULTURE AND SOCIAL COHESION (CONTINUED)

in the traditional Malian pharmacopoeia and new grassed areas have been developed between the tree beds to allow visitors to relax on the lawns.

In addition, new buildings have been added to provide the park with facilities that meet the expectations of the public. Three entrances and several car parks have been created for vehicles and two-wheelers to provide access to the Park from the city and a new entrance has also been created to access the Zoo. In addition to a sports park and running tracks, a new sports centre with fitness and gym areas has been built. In the upper part of the arboretum, a gastronomic restaurant capable of serving around 100 covers has been built on rocky escarpments, offering a panoramic view of the entire Park. Finally, the construction of an open-air stage for cultural performances acts as a catalyst for the promotion and dissemination of art to an urban population.



**Above:** The Mali National Park in Bamako offers urban dwellers a much needed space of freedom, conviviality, education, expression and celebration.

The restructuring of the zoological park, whose main objectives were to restore the existing animal collection to good health and to complete it with new themes, also included work on the layout of spaces and enclosures adapted to each animal species, new measures to ensure the safety of staff and animals and to improve visitor safety. Two years of work made it possible to redevelop the entire six hectares of the site and make major improvements, such as the creation of a large aviary, an aquarium and a vivarium – unique spaces in West Africa; the development of a route accessible to visitors with reduced mobility; the provision of reception and service facilities for the public (new entrance, catering, sanitary facilities, first aid post) and the creation of an educational trail with various panels and fun workshops.

The Park remains a positive example of a public-private partnership between the Government of Mali and the AKDN, and a successful example of a cultural urban investment acting as an important social and economic driver in the city. Globally, the Mali National Park is a part of a network of parks developed by the AKDN, including parks in Bamako, Cairo, Edmonton, Kabul, Delhi, Khorog, Toronto and Zanzibar.

The Mali National Park, and AKTC's other cultural rehabilitation projects, as with all other AKDN interventions, are thought within a larger framework of the promotion of development at a national level with investments in a number of synergistic activities. For example, AKTC identified interventions that could provide economic, social and cultural benefits to communities; and leveraged the capacities of AKF and PAMF to support its interventions to strengthen social and entrepreneurial development in the communities. AKF's first engagements in Mali were in partnership with the Trust, in water and sanitation programmes in Komoguel, the area surrounding the Mopti Mosque. PAMF's initial agencies in Mali were set up in the Mopti region, to benefit entrepreneurs, artisans, farmers, cattle breeders and fishermen, amongst other activities that strengthened local economies. The Aga Khan Fund For Economic Development established Air Mali through its Aviation Services unit. Air Mali connected Mopti and Timbuktu to Bamako, and to Europe. Tourism Promotion Services explored opportunities to set up high-quality tourism infrastructure such as hotels and guesthouses to accommodate tourists interested in visiting the sites of great historic and architectural interest. Air Mali carried over 880,000 passengers across Mali from 2010 to 2012. Ultimately, the security crisis that began in 2012 made tourism and

airline transportation investment an unviable option in Mali for the near future, but the rationale of the AKDN's intervention was to create a number of mutually reinforcing investments that ultimately would bring economic opportunities to Mali and promote the improvement of the quality of life for communities.

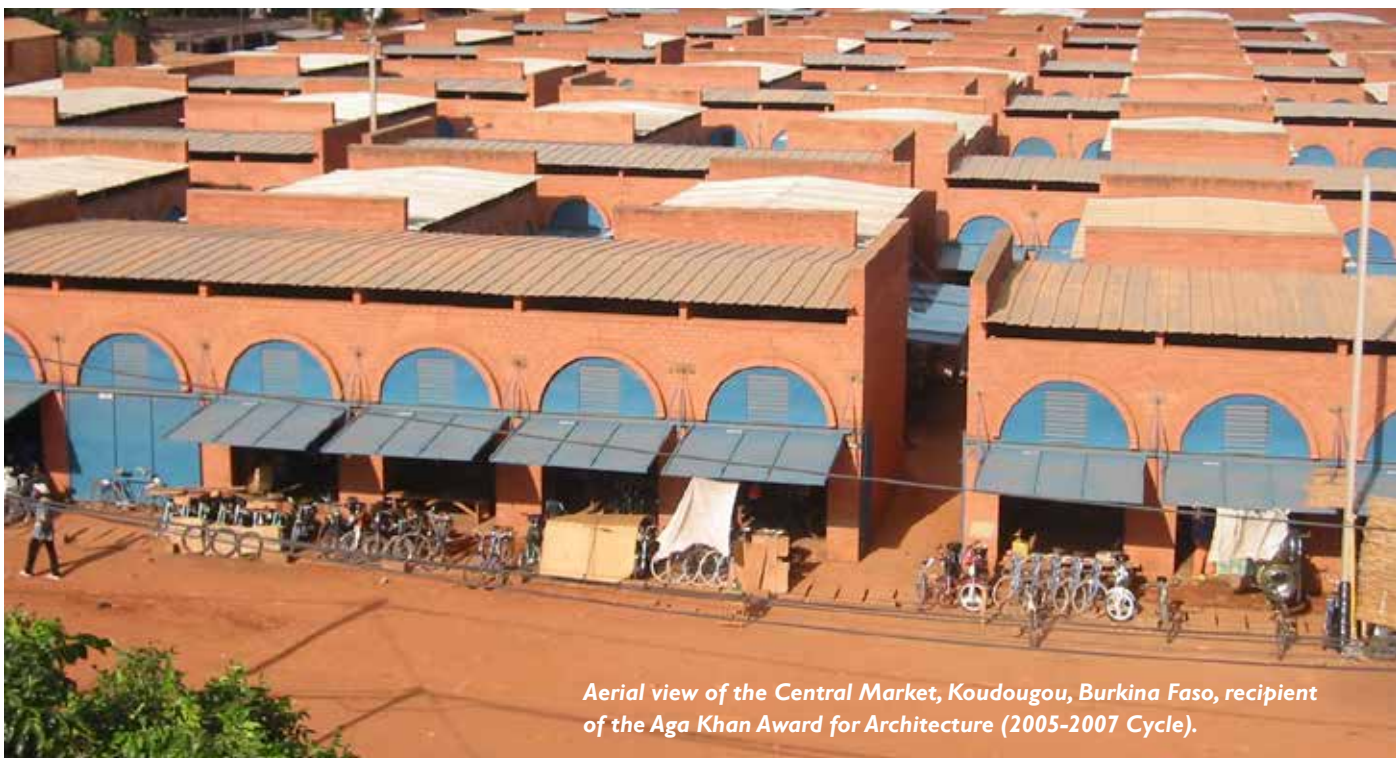
### **Recognition of Excellence in Culture**

The AKDN has two global initiatives that recognise excellence in their respective fields: the Aga Khan Award for Architecture and the Aga Khan Music Awards. Both initiatives have a mission to bring recognition to inspiring practitioners that have a global and cross-generational impact.

#### **The Aga Khan Award for Architecture**

The Aga Khan Award for Architecture (AKAA) is given every three years to projects that set new standards of excellence in architecture, planning practices, historic preservation and landscape architecture. Through its efforts, the Award seeks to identify and encourage building concepts that successfully address the needs and aspirations of societies across the world in which Muslims have a significant presence.

In West Africa, between 2005 and 2020 the AKAA recognised two projects, Central Market Burkina Faso, Koudougou, (2005-2007 Cycle) and the Alioune Diop University Teaching and Research Unit (2017-2019 Cycle).



*Aerial view of the Central Market, Koudougou, Burkina Faso, recipient of the Aga Khan Award for Architecture (2005-2007 Cycle).*



## CULTURE AND SOCIAL COHESION (CONTINUED)



*On a construction level, the innovative use of compressed earth blocks was intended to demonstrate the aesthetic and environmental potential of the local material. Central Market, Koudougou, Burkina Faso.*

*Central Market, Koudougou, Burkina Faso:* This award recognised the Koudougou Municipality (client) and the Swiss Agency for Development and Cooperation (architect). This project recognises the impact of Koudougou's Central Market, reinforcing and enhancing the fabric of a mid-sized town, providing a monumental civic space for commercial and social exchange.

The construction techniques used for the market were based on traditional techniques, but some innovation was added, such as the introduction of cement to bricks to reduce the risk and requirements of regular maintenance, a constant element in traditional earthen architecture. The market continues to operate very well, with an occupancy of 98 percent, financing its own maintenance and new projects, and educating elected officials continuously on the importance of the maintenance of the market.

The elaboration of the project was participatory from inception. Future occupants were invited to discuss the rents required, assess their capacity to pay and jointly determine the rents and size of the shops for rent.

The Award was important for the market and the project (which included other markets in Burkina Faso). It gave it an important visibility. Receipt

of the Award led to many requests for information and collaboration from private partners. It also strengthened the trust of local populations who prior to the Award expressed reticence about the benefits of the project.

After receiving the Award, academia, senior government and private individuals became very interested, and there were some interesting lessons from this project that gained traction elsewhere, such as thermal management and natural ventilation, proposed for a number of projects including hotels, private residences, and religious and communal infrastructure.

*Alioune Diop University Teaching and Research Unit:* This prize was given to the Ministry of Urbanism and Ministry of Higher Education of Senegal (client) and IDOM (architect) of Bilbao, Spain.

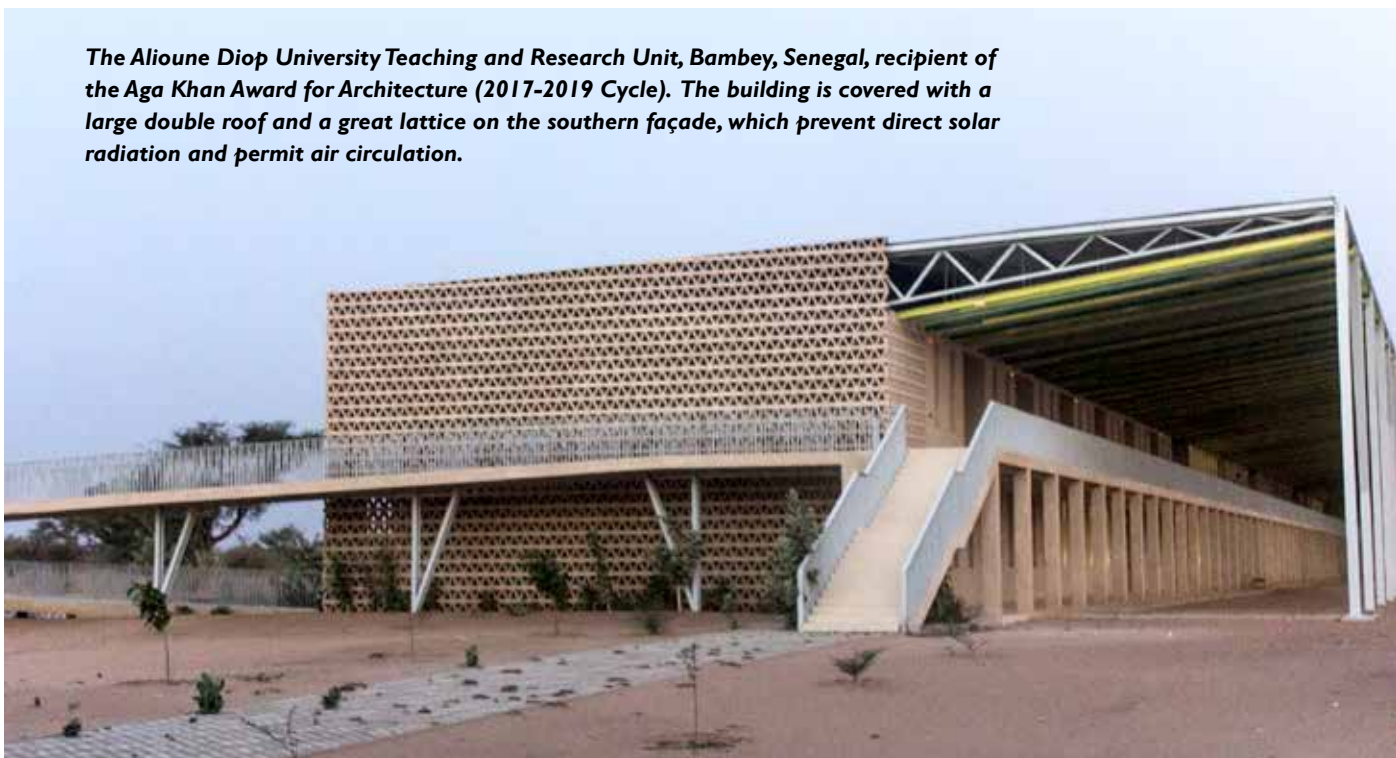
Alioune Diop University was founded in 2007 as part of the Senegalese Government's efforts to decentralise higher education provision, seeking both to encourage youth to stay in rural areas and to provide educational programmes appropriate to these contexts. By 2012 it was functioning beyond capacity, so an extension project was launched, of which this building formed the major part.

The structure comprises a 500-seat lecture hall, five 50-student classrooms, eight 100-student classrooms, three laboratories, 10 lecturers' offices and two meeting rooms. The design techniques used allowed for passive cooling in a location where temperatures can exceed 40°C.



**Above:** In Bambey, Senegal, students walking in the upper gallery of the Alioune Diop University Teaching and Research Unit. The Award-winning architecture and high-quality infrastructure of this building brings significant impact to the quality of their educational experience.

***The Alioune Diop University Teaching and Research Unit, Bambey, Senegal, recipient of the Aga Khan Award for Architecture (2017-2019 Cycle). The building is covered with a large double roof and a great lattice on the southern façade, which prevent direct solar radiation and permit air circulation.***



## CULTURE AND SOCIAL COHESION (CONTINUED)

By employing locally familiar construction techniques and following sustainability principles, the project succeeded in keeping costs and maintenance demands to a minimum, while still making a bold architectural statement.

This building is a design response that is adapted to the specificities of the place and the cultural context. It can accommodate 1,500 students and has brought a high-quality infrastructure that will certainly impact the quality of the students' educational experience.

### The Aga Khan Music Awards

The Aga Khan Music Awards were established by His Highness the Aga Khan in 2018. The Awards recognise and support exceptional creativity, promise and enterprise in music performance, creation, education, preservation and revitalisation in societies across the world in which Muslims have a significant presence.

In its inaugural session, the Aga Khan Music Awards recognised two important Malian musicians: Oumou Sangaré and Ballake Sissoko.

*Ballake Sissoko:* Ballake Sissoko, a kora player and composer, is one of the most important musicians of his generation. Coming from a long line of jeli (griot), the traditional carriers of knowledge and tradition from generation to generation through music, storytelling and poetry, he began learning the kora at an early age at his father's school and inherited his late father's place in the Ensemble Instrumental National du Mali at age 14. He further developed his skills playing with virtuoso guitarists such as Bouba Sacko. Eventually he became the first local kora player to master musical styles typical of the Western guitar while still being able to maintain the traditional West African rhythmic structures required for dancing. He has toured in the United States, Europe, and Australia with the renowned Malian singer Kandia Kouyaté, and has collaborated extensively with the French cellist Vincent Segal.

Following the Award, Ballake Sissoko began developing a film about the history of the kora and his family, a path closely interknit, and Ballake's work in Gambia, Senegal and Bamako. The objective of this documentary is to help sustain the heritage of the much-endangered kora and transform it into a thoroughly 21st century music, bringing it to new audiences.

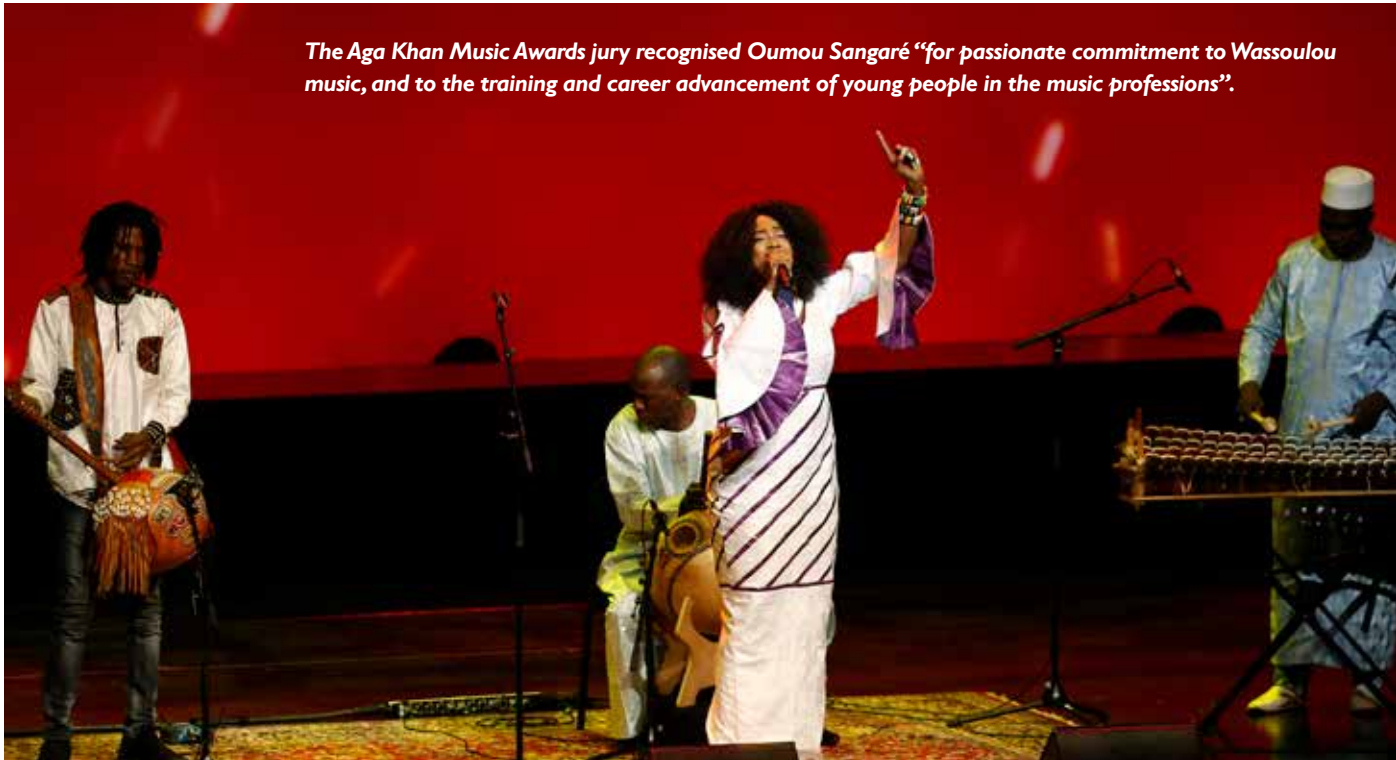
*Oumou Sangaré:* Oumou Sangaré, is, in her own words, one of the guardians of traditional African music. She is a celebrated Malian singer-songwriter widely known as "The Songbird of Wassoulou". Born in 1968 to parents with origins in Wassoulou, a cultural region south of the Niger River that transects the borders of Mali, Côte d'Ivoire and Guinea, she dropped out of school as a child to help her mother raise the family by singing in the streets, and won an inter-kindergarten singing competition at age 5, going on to sing for an audience of several thousand at the Limbe Omnisport Stadium in Cameroon.

She recorded her first album, *Moussolou (Women)* in 1990 with renowned Malian arranger Amadou Ba Guindo, selling more than 200,000 copies in Africa. Since then, she has released seven solo albums and performed at



**Above:** The Aga Khan Music Awards jury recognised Ballake Sissoko "for sustained commitment to the art of the kora, which you have developed in ways that are creative and innovative while also firmly rooted in the traditions of your musical heritage".





*The Aga Khan Music Awards jury recognised Oumou Sangaré “for passionate commitment to Wassoulou music, and to the training and career advancement of young people in the music professions”.*

prestigious venues worldwide. Sangaré’s music is inspired by the music and traditional dances of Wassoulou, and she is considered a cultural ambassador of the region. Her song lyrics discuss women’s rights advocacy, and critique social issues such as gender inequality, child marriage and polygamy.

She was named a goodwill ambassador of the Food and Agriculture Organisation of the United Nations in 2003, and a Commander of the Order of Arts and Letters of France in 1998.

The Aga Khan Music Awards partnered with Oumou Sangaré and financially supported the Professional Training Centre in Wassoulou. This centre is an initiative of Oumou Sangaré with the Fonds d’Appui à la Formation Professionnelle et à l’Apprentissage, the public institution in charge of vocational training. It supports artists to participate at the Wassoulou Festival, covering the costs of 80 artists and dance crews of over 100 people. The festival brought together over 200,000 visitors, a phenomenal stage for these young performing artists.

### **Social Cohesion**

West Africa is a region of strategic importance for the AKDN, building on decades of work with governments and communities, years of synergy and growth. Due to its geopolitical location and historical context, the region has suffered through considerable political and economic instability and social conflict fed by international stakeholders.

## CULTURE AND SOCIAL COHESION (CONTINUED)



*Community-based civil society – be it through self-help groups, farmers cooperatives or various community management committees – is the critical binding block of a pluralistic, thriving and cohesive society.*

The AKDN, in its multi-input area development approaches has attempted to be a building block for a pluralistic West Africa, one where ethnic, cultural and religious differences are recognised as a strength rather than a weakness. The AKDN's view of the quality of life being composed of economic, social and cultural aspects, amongst others, and its engagement with and as a part of civil society, have been efforts to contribute to a prosperous, peaceful and growing West Africa.

The AKDN has deliberately chosen to invest in areas where rural communities stand to benefit significantly. By creating substantial employment opportunities in rural Côte d'Ivoire and Burkina Faso, or by promoting social and economic development in central Mali, the AKDN aims to be a building block for peaceful and cohesive communities.

AKDN agencies are committed corporate citizens of the various countries of West Africa, staying active even in complex security environments. During the political crisis of 2007-2011 in Côte d'Ivoire, they remained active, continuing to offer economic opportunities for many communities, for whom these were the only economic opportunities available.

In Burkina Faso, the AKDN's deliberate choice of operating in the cotton and sugar industries, both industries with important employment opportunities in rural areas, has provided important economic and social stability in a context of growing insecurity. PAMF's support to local entrepreneurs has given opportunities for youths to grow economically, offering employment opportunities to others.

In central and northern Mali, through programmes that generated economic opportunities and strengthened civil society, AKF and AKTC helped create a cooperative ethos.

Community-based civil society – be it through self-help groups, farmers cooperatives or various community management committees – is the critical binding block of a pluralistic, thriving and cohesive society. These groups facilitate communities to work together, to learn how to settle disputes and conflicts in a shared vision of a peaceful and prosperous future. The AKDN has worked hard to contribute to the building of a civil society, supporting over 7,500 community-based civil society organisations (including cooperatives, self-help groups, village organisations and credit solidarity groups) to work together for the improvement of the quality of life of their families and communities.

These community-based structures provided spaces for dialogue to foster social cohesion within communities. At the heart of these community-based civil society organisations is capacity building on conflict mediation and risk management. These community structures create bonds and links between members that strengthen the fabric of communities.



**7.5k**

The AKDN supported over 7,500 community-based civil society organisations to work together to improve the quality of life.



## THE AKDN IN WEST AFRICA – THE FUTURE



The AKDN's economic contributions in West Africa were almost US\$ 18.8 billion over the last 15 years. In the next few years, it will decrease its investments in certain areas as these projects fulfil their original mission, but the AKDN will increase investment in others. For example, while the investments in restoration in Bamako, Mopti, Djenné and Timbuktu are wound down, the AKDN will increase its infrastructure and energy investments with the establishment of Azito Phase 4. This will cement Azito's position as one of the leading energy providers in the region.

In Agrobusiness, investments are also continuing to be made, with an expansion of Faso Coton through the addition of a further processing factory in Tenkodogo, Burkina Faso. This will ultimately lead to more economic opportunities for rural communities.



### Knowledge sharing

Even in the realm of culture, these investments will continue. For example, the AKDN will continue to be practically engaged and committed to the development needs of the region. Through AKF and AKTC, the AKDN will actively promote the sharing of critical knowledge and best practices in health, education, food security and culture in West Africa. Dynamic exchanges will be promoted in partnership with the AKDN's partners and the Mali National Park where international best practices will be shared with communities of practice.

### Recognition

West Africa has been at the forefront of harnessing and sharing knowledge for many centuries, having performed important roles in the preservation of knowledge through, for example, documents on the restoration projects in Timbuktu, the richness of its music and the wealth of its practices in earthen architecture. The AKDN will continue to play a key role in the promotion and dissemination of regional contributions in these fields through its Aga Khan Award for Architecture and Aga Khan Music Programme. It will continue to value and promote West African excellence in culture, tradition and the built environment internationally.



**Above (from top to bottom):** The AKDN will increase its infrastructure investments in Azito Energie in Côte d'Ivoire. In agrobusiness, investments will expand Faso Coton in Burkina Faso. In Mali (photo) and throughout West Africa, the Network will promote the sharing of critical knowledge and best practices in social sectors such as health and education.

## ANNEXE 1 – METHODOLOGICAL NOTE

This study took a mixed methods approach, including quantitative and qualitative data analysis. Due to the scope of the project, no primary quantitative data gathering was envisaged. No large survey was conducted in the various regions. Rather, the existing quantitative data of the various agencies and projects was gathered and analysed, developing a composite evaluation framework. Primary qualitative data gathering was conducted, namely interviews with key stakeholders, staff members and communities identified in order to gather more personal data and a better understanding of the contributions AKDN projects make to the quality of life of the communities in which it is inserted. Over 45 key informant interviews, focus group discussions and site visits were organised across the regions, covering the work of all AKDN agencies.

### Multiplier effects

The research team considered the multiplier effects across all of the deep dives proposed above, where applicable. The multiplier effect refers to the fact that a given financial input can lead to larger economic effects in a given area. For instance, an injection of new spending in a given community through salaries paid to staff or produce bought from farmers will lead to an increase in economic activity via the acquisition of goods and services made by the receiver of the salary or income generated. The multiplier effect also considers savings individuals will make (therefore excluding savings withdrawn from circulation from the calculation process). The formula to calculate the multiplier effect uses marginal propensities as below:

Multiplier =  $1/(1-\text{marginal propensity to consume}) = 1/\text{marginal propensity to save}$ . If one earns US\$ 1 and saves US\$ 0.2 from every dollar saved, the multiplier factor is 5. For every US\$ 1 earned, US\$ 5 extra income is generated.

For the calculations in this exercise, we have used the World Bank data on “Households and Non-profit institutions serving households (NPISHs) final consumption expenditure (% of GDP)” to identify the marginal propensity to consume. The calculations were done per country using yearly data, to derive a higher level of confidence in the exercise. The multiplier effect for the AKDN’s interventions is calculated at US\$ 18.8 billion, based on direct financial inputs of US\$ 3.6 billion. By direct inputs we considered salaries paid to staff (direct and indirect AKDN employees), microfinance provided (the repayment of capital provided was included in the calculation), taxes paid (as an economic input to national and regional economies) and amount bought from producers.

The global multiplier effect for this study is 5.06. For every US\$ 1 introduced to the economy, US\$ 5.06 were generated. This effect is in line with other AKDN studies conducted. For example, the “Aga Khan University’s Economic Impacts in Pakistan” study (released by AKU in January 2018) denotes that for every Rs 1 spent by AKU, Rs. 7.3 are generated in economic benefits. A study published in 2009 by Semantic Scholar, “Informal Saving Practices in Developing Countries” about the impact of savings in the informal economy noted a factor of 11.76 (for every US\$ 1 dollar saved in savings groups, US\$ 11.76 are generated in multiplier effects). Our factor of 5.06 is by comparison more conservative than those cited above.

**The Aga Khan Development Network (AKDN)** is a group of development agencies with mandates that include the environment, health, education, architecture, culture, microfinance, rural development, disaster reduction, the promotion of private-sector enterprise and the revitalisation of historic cities. AKDN agencies conduct their programmes without regard to faith, origin or gender and have decades of experience in integrating economic, social and cultural development.

For more information, please visit the website: [www.akdn.org](http://www.akdn.org)



**Report elaborated by:**

Hussein Faruque Aly (AKDN West Africa) with the support of Safia Jiwani, Natasha Kone, Yasmin Damji, Shirin Ahmed and Masood Ali Khan.

**Photography:**

AKDN / Lucas Cuervo Moura, Nathalie Gagne, Gary Otte, Christian Richters, Gael Turine, Christopher Wilton-Steer, Hussein Faruque Aly.

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