

# HEALTH, TOGETHER

Annual Report  
2024-2025



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**SANTÉ  
MONDE**



International  
Codevelopment

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## A UNIFYING MISSION

**Since 1987, Santé Monde has been working to sustainably improve the health of communities.**

In the face of health challenges and inequality, we transform health systems from within—together with the people they are designed to serve.

Together, we are building a fairer, healthier world.



# OPENING REMARKS

## Mobilizing for lasting transformation

In a world shaped by health, social and climate crises, Santé Monde's mission carries a particular sense of urgency. For 38 years, we have been mobilizing expertise, knowledge and collective will to bring forward lasting solutions, grounded in local realities.

This annual report reflects our collective journey. It highlights promising projects such as **CLEFS**, which supports the transformation of rural health centres in Mali into true hubs of social innovation, and **Harmonie**, co-managed with national organizations in Latin America. These initiatives—each at a different stage of implementation—are generating tangible results and offering encouraging possibilities.

**Thanks to the commitment of our teams, partners and the communities we support, we helped improve access for more than 2 million people, especially women and girls, to higher-quality health services in nine countries across Africa and the Americas.**

This annual report reflects the principles that guide our work every day: acting with proximity, building through collaboration, and moving forward with trust. Deeply rooted in our organizational culture, these principles are at the heart of our distinctive codevelopment approach.

It is in this spirit that we welcome our new Executive Director. Her fresh perspective, contagious energy and deep understanding of international development issues enrich our approach. I extend a warm welcome and look forward to seeing her carry forward our shared vision with conviction.

We know that the challenges remain immense and that our contribution, however significant, is part of a broader effort. It is together, with humility and determination, that we will continue to work toward a fairer and healthier world.



**Geneviève Larouche**  
Chair of the Board



## Solid foundations for greater progress

It is with great enthusiasm that I sign this first message as Santé Monde's Executive Director. Joining an organization so deeply rooted in the realities of communities is a privilege.

Since 1987, Santé Monde has worked with consistency and conviction to strengthen health systems, support community autonomy, and advance health rights by promoting and implementing inclusive governance.

**Our mission, as relevant as ever, rests on an integrated, collaborative approach that has proven itself. It is more necessary today than ever before.**

Upon taking up my role, I was struck by the coherence between the organization's founding values and current practices. This continuity is a strength. It allows us to address emerging challenges with agility, without ever losing sight of our course.

**The pages that follow illustrate this dynamic: an organization that innovates, learns, and mobilizes.**

Take **ECollectif** in the Democratic Republic of the Congo, for example. This innovative partnership with the private sector deploys sustainable energy to strengthen the resilience of health facilities in the face of health and climate crises.

Our strategy for the years ahead charts a clear path: strengthening our capacity for influence, consolidating our partnerships, and amplifying our collective expertise on a larger scale.

I warmly thank all those who contribute to this vital mission. Together, we will continue to make Santé Monde a committed and credible actor, resolutely focused on the future.

This is only the beginning!



**Virginie Levasseur**  
Executive Director

# A COMPREHENSIVE VISION FOR SUSTAINABLE IMPACT



## Who we are

For nearly 40 years, Santé Monde has contributed to the sustainable improvement of communities' health in Africa, Latin America and the Caribbean.

### **Our strength: transforming health systems from within.**

No parallel structures. No parachuted solutions. We work in codevelopment with local institutions and stakeholders to reveal, strengthen and connect what already exists. Together, we shape solutions that belong to them and that last.

In practical terms, we train health personnel, rehabilitate infrastructure, support communities to improve their health and living conditions, and work alongside local authorities in the continuous improvement of health systems. Our work focuses on maternal and child health, sexual and reproductive health and rights, epidemiological surveillance, and resilience.

## Health is a right. Not a privilege.

Yet more than half of the world's population is still deprived of essential services.

Inequalities hit hardest in rural areas; women and girls face socio-cultural barriers; and health centres lack resources. Too often, the most vulnerable communities are left behind.

**Santé Monde is working to change this reality.**

## Our conviction

In global health, there is no one-size-fits-all solution. Every context has its own unique realities, strengths, and obstacles.

That is why Santé Monde's projects are custom-built, developed hand in hand with the teams, organizations, and authorities at the heart of local dynamics. We always place communities at the centre—because these systems exist for them.

**We inspire collaboration by valuing local expertise, fostering continuous improvement, and sparking innovation where it is needed most.**

## Our approach

Santé Monde addresses the root causes of health inequalities through a comprehensive lens. Our priority is to support the most vulnerable and marginalized populations, with a dedicated focus on women and girls.

This means working on access to care as much as on education, social norms, economic empowerment, the environment, climate and public policies.

What sets us apart is our ability to build bridges between these sectors. To bring together stakeholders who would not normally work together. And to create the conditions for collective action in favor of health.

**This patient, collaborative—almost artisanal in nature—approach is what catalyzes change. Because to transform a system, you must first bring it together.**

## Our impact

Since 1987, our multidisciplinary team has delivered over 130 projects across 45 countries, supporting 27,000 professionals, strengthening 1,325 health facilities, and reaching more than 13.8 million people.

The results are tangible: improved quality of care, greater empowerment for women and adolescent girls, sustainable community mobilization, and the adoption of new national practices. Our projects create the conditions for progress to thrive long after our work is done.

**Ensuring the fundamental right to health remains an immense challenge. Santé Monde moves forward alongside those who make change happen, one project at a time.**

# WHEN SYSTEMS TRANSFORM

This is what happens when Santé Monde works from within, alongside local stakeholders: living conditions improve, local capacities multiply, and autonomy grows—creating an impact that extends far beyond the walls of health facilities.

## Women and girls exercising agency in their health

They break the silence, make informed decisions about their health, and control their own resources to access care. They become the first advisors to their neighbours, their sisters, their daughters.

» See p. 19

## Silos breaking down

Stakeholders from all sectors discover a new way forward. Together, they identify needs, mobilize resources and co-create innovative solutions to address systemic challenges.

» See p. 26

## Taboos lifting—one conversation at a time

In waiting rooms, in neighbourhood conversations, in family decisions... what was taboo becomes discussion; what was forbidden becomes possible!

» See p. 25

## Health equity advancing

Those too often left behind—adolescent girls, victims/survivors of gender-based violence, marginalized populations, and rural and remote communities—finally gain access to the same services and opportunities.

» See p. 17

## Authorities taking ownership of the issues (and the solutions)

They champion innovations developed locally, legitimize approaches, mobilize cross-sector resources, and transform technical tools into policy directives that reach entire populations.

» See p. 20



## Health teams regaining momentum

Trained, equipped and present where needs are most acute, health professionals rediscover the meaning of their mission and find the space to innovate. This transformation gradually rebuilds trust: families return, mistrust recedes, and dialogue takes root.

» See p. 17



# THE SANTÉ MONDE MODEL: AN INTEGRATED APPROACH

Our experience has taught us there are no shortcuts: to transform health systems sustainably, we must act simultaneously on structures, people and collective dynamics. That is what our three pillars of action achieve.



Gender equality and human rights · Environnement and climate change adaptation

## Strong and resilient health systems



**We strengthen the health system's capacity to respond effectively to needs, even in the most fragile contexts.**

**Our concrete actions include:**

- Upskilling human resources through targeted training programmes
- Building and upgrading health facilities
- Equipping facilities with essential materials, supplies and technology
- Optimizing health services coordination and facility management for better performance

## Mobilized communities driving change



**We support people in taking charge of their health, defending their rights and transforming their environment.**

**Our concrete actions include:**

- Partnering with community health workers, women's groups, and youth organizations to drive local prevention and health promotion
- Facilitating community-led campaigns and activities to raise awareness on health rights and gender equality
- Mobilizing men and boys as active allies in social transformation

## Inclusive governance for the right to health



**We facilitate collaborative processes where communities and diverse sectors unite to build concrete solutions to health challenges, that align with their priorities and aspirations.**

**Our concrete actions include:**

- Mentoring local authorities
- Fostering dialogue spaces between sectors (health, education, protection, environment, etc.) for better coordinated actions and high-impact alliances
- Strengthening civil society organizations, with special focus on those led by women and youth

WHAT WE AIM FOR

OUR COLLECTIVE IMPACT

OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

Accessible, quality health services that are tailored to the specific needs of those who need them

Reduced inequalities, through accessible and adapted quality services

Better health outcomes, with marked progress in reducing maternal and child mortality, and preventing gender-based violence

When health improves, an entire country develops

Our integrated approach contributes directly to several Sustainable Development Goals, well beyond the SDG dedicated to health and well-being, including:

- No poverty
- Quality education
- Gender equality
- Clean water and sanitation
- Reduced inequalities
- Affordable and clean energy
- Peace, justice and strong institutions

**Health is not just a sector: it is the cornerstone of sustainable development.**

Empowered communities and individuals equipped with the skills and resources to improve their health and the conditions that shape it

Greater agency for women and girls in their own health-related choices

Stronger community resilience, enabling populations to weather crises and lead long-term initiatives

Healthier environments, shaped by positive shifts in behaviours, social norms and national policies

Crisis-ready systems, capable of preventing, detecting and responding more effectively to health emergencies

Public policies and actions co-constructed, grounded in local realities and collectively driven

# THE SCALE OF OUR WORK

\*Projects implemented in consortium or in collaboration with other international cooperation organizations.

- Haiti**  
FANMKAD\* · 2021-2025  
Vwa Fanm · 2025-2026
- Guatemala**  
Harmonie · 2025-2029
- Peru**  
Harmonie · 2025-2029
- Bolivia**  
Harmonie · 2025-2029

- Mali**  
CLEFS\* · 2020-2025  
PLURIELLES\* · 2021-2027  
DANBE\* · 2022-2026

- Chad**  
PRESYS\* · 2025-2032

- Burkina Faso**  
PLURIELLES\* · 2021-2027
- Benin**  
PLURIELLES\* · 2021-2027

- DR Congo**  
REDISSE · 2023-2024  
ECollectif · 2024-2026  
FAMS\* · 2024-2030  
PRESYS\* · 2025-2032

### Our financial partners:



### NEW PROJECTS

#### FAMS

DRC · CA\$24.5M · 6 years

Thousands of Congolese women will gain access to their sexual and reproductive rights through strengthened agency, stronger health services and local mobilization in three provinces: Kinshasa, Kasai and Kasai-Central.

With USI/UdeM and the support of Global Affairs Canada.

#### Harmonie

Guatemala, Peru & Bolivia · CA\$9.5M · 4 years

Led by recognized national organizations, this innovative initiative will ensure that 10,000 Indigenous women and adolescents have access to culturally appropriate health services.

With AIDSESP, CONAVIGUA / Nim Alaxik and CDD-Bolivia, and the support of Global Affairs Canada.

In 2024-2025, we combined proximity and a comprehensive vision to sustainably transform health systems.

#### Our human impact

- 529 health-care providers were equipped with the skills and resources to transform daily care practices
- 159 women's organizations and committees were supported in their leadership
- 21 ministries and national bodies joined us in a shared commitment to ensure our results stand the test of time

#### Our reach

- 10 ongoing projects strengthening the resilience of 157 health facilities
- Actions spanning 9 countries, enabling more than 2 million people to access quality services

Through our preventive and systemic approach, we are strengthening the right to health for thousands more every day.



### Our areas of work

- Sexual and reproductive health and rights (SRHR)
- Maternal, newborn and child health
- Epidemiological surveillance
- Community engagement
- Environmental health
- Gender-based violence
- One Health

These areas are interconnected and reflect our commitment to a holistic approach to improving community health and well-being.

[Explore all our projects](#)

#### PRESYS

DRC & Chad · CA\$30M · 7 years

Combining health, women's rights and nutrition, this project supports local resources to build health systems that are more resilient to conflict, epidemics and natural disasters in fragile areas.

With Oxfam-Québec (lead) and the support of Global Affairs Canada.

#### Vwa Fanm

Haiti · CA\$405,948 · 2 years

A range of health and psychosocial services for people who are victims/survivors of gender-based violence, grounded in community mobilization and the transformation of social norms.

With AFASDA and the support of the Government of Québec.



L'effet d'entraînement se multiplie : Avec le lancement du projet **FAMS**, nous faisons rayonner 20 ans d'expertise et de partenariats solides avec la République démocratique du Congo. De Kinshasa au Kasai et au Kasai Central, nous fédérons prestataires, autorités et communautés autour d'une ambition commune : garantir aux femmes et adolescentes une autonomie réelle en matière de santé et de droits.

## THE SANTÉ MONDE EFFECT

**Santé Monde is a catalyst.**

By mobilizing the right people at the right time, we set a ripple effect in motion: providers, women's groups and local authorities come together to adapt services to real needs. Together, they train new providers, mobilise the community, improve infrastructure and use resources more effectively. Local governance grows stronger. The private sector joins the initiative. Collective action generates results no single actor could have achieved alone.

Long after we leave, knowledge continues to grow through mutual learning, collaborations endure, and impact multiplies. That is what it means to transform a system from within.

Here is how we put our three pillars in action in 2024-2025.

» PILLAR 1

## Strong, resilient health systems and psychosocial services

A health system that works is a game changer: families seek care without fear, women give birth with dignity, teams work with confidence, and services meet real needs.

This year, we worked with the ministries of health in six countries to strengthen these essential foundations. We strengthened 157 health facilities, trained more than 500 professionals, and tens of thousands of people benefited from improved services.

Our main goal: ensuring communities can rely on quality care—today and tomorrow.

## Measured impact

Example from the CLEFS project in Mali (since 2020)

### Welcoming spaces

**14 health facilities strengthened** (infrastructure, equipment, training, management, governance)

### Skilled staff

**600+ providers trained** to deliver respectful, inclusive, person-centered care

→ **98% feel able to adapt their sexual and reproductive health and rights practices** to the needs of women and girls

### Results

- **+50% antenatal consultations**
- **Assisted birth rate** exceeding the national average
- **98% satisfaction** among service users in some supported centres

### Human impact

**“I came from another commune to have my sick daughter treated. A friend advised me to come here. I can see that this centre has nothing to do with the one in my area.”**

— A father accompanying his daughter at the Konobougou University Community Health Centre

◀ **A safe birth starts with the basics:** light, reliable equipment, and well-trained, confident teams. With its partners, Santé Monde is transforming the experience of mothers like Esther and giving every baby a calmer start in life.

## What this changes

### Health teams regaining momentum

Modernized facilities and the arrival of essential equipment (delivery tables, sterilizers, ultrasound machines, etc.) **allow care teams to refocus on their core mission: delivering quality services.**

Technical training and ongoing support amplify this momentum. Among the hundreds of providers trained this year in emergency maternal and neonatal care, sexual and reproductive rights, and person-centred approaches, many report a real surge in skills and confidence.

“The equipment and training enabled me, one day, to resuscitate a newborn. Thanks to the electric suction device provided by the **PLURIELLES** project, I was able to save that baby in my centre,” explains a midwife.

In Benin, the 81 trained health team members saw a 24.7% improvement in their knowledge base. These gains translated into immediate, concrete changes: systematic sterilization, improved care for GBV victims/survivors, and better overall quality of care.

Grounded in local realities and delivered by peers, our training strengthens more than technical expertise—it builds the teams’ capacity to collaborate and innovate. This dynamic creates a virtuous circle where renewed professional pride leads to measurable progress.

### Health equity advancing

Across all our areas of intervention, our integrated approach strengthens access to care for the most vulnerable.

In Haiti, the **FANMKAD** project provides clear evidence: despite a fragile context, our support to six health centres **ensured continuity of services and improved care for more over 8,000 women and adolescents** in the South-East.

Guided by a deeper understanding of human rights thanks to focused training, providers actively direct their efforts towards the most marginalised groups—especially people who are victims/survivors of violence.

In Menkao, Democratic Republic of the Congo, a transformation is underway. Through the **ECollectif** project, implemented in partnership with the Canadian firm Ecosolaris, we have brought solar power to the local health centre. This electrification has revolutionized the care environment, drastically improving working conditions for the medical team.

**“We now work with peace of mind. In the past, deliveries were conducted in darkness, and we administered injections in the dark. Today, we can sterilize equipment, keep newborns warm, and assist deliveries with much lower risk.”**

— Fabrice Madinga, head nurse at the Menkao health centre (DRC, 2024)

[Read the full story](#)



## Mobilized communities driving change

The most sustainable solutions come from communities themselves. We serve as a lever: strengthening capacities, opening up space, and trusting women, men and young people to lead the change they have already begun.

Alongside 159 women’s groups, local organisations and hundreds of community leaders, we supported the rollout of prevention and health-promotion initiatives that fully belong to them.

When communities take the lead, change takes root.

### Measured impact • Example from the DANBE project in Mali (since 2022)

#### Supported groups

160 savings and loans groups created

→ 4,172 member women with greater autonomy

480 local stakeholders trained

→ Mobilizing their organizations to deliver health and rights promotion activities

#### Results

- 4x more women make decisions about their health and resources (rising from 13% to 55% on average)
- Use of health services nearly tripled (from 19% to 52% on average)

#### Human impact

“Today, we, women and married adolescent girls from the village savings and loan association, contribute more to our households and experience less violence.”

— Member of a village savings and loan association (Mali, 2024)



### Financial autonomy: key to accessing care

For many women, the main barrier to care is not distance or a lack of services—it is the absence of their own financial resources. Without money of their own, it can be impossible to seek care without permission, buy medicines or prioritise their health.

That is why several Santé Monde projects support context-appropriate economic initiatives: savings and loan groups (DANBE), income-generating activities (CLEFS and ECollectif), women’s cooperatives or health mutuals (PLURIELLES). These mechanisms give women back control over their resources.

When women have greater control over resources, relationships change: less violence, more respect, greater power to act and decide, and better access to the services they need.

## What this changes

### Women and girls exercising agency in their health

In Mali, 72% of women and girls surveyed in the university community health centres at the end of the CLEFS project felt free to make decisions about their sexual and reproductive health—particularly regarding family planning.

**That is almost double the rate observed at the start of the project (40%)!**

This progress did not happen on its own. Since 2020, 142 members of the Women Users’ Committees, supported by the CLEFS project, have delivered 1,640 awareness-raising and health-promotion activities in their communities. Thanks to this outreach work, women and girls better understand their options, can negotiate their choices more confidently, and see their rights respected within communities that increasingly support them.

While self-reported data should be interpreted with caution, the trend is clear: something is genuinely changing in our partner communities. Women are moving from beneficiaries to leaders of their own health.

## Men and adolescents inspiring change

Reproductive health concerns everyone—including men, as fathers, partners and community members. Their engagement is essential to creating environments where everyone can access care, make informed decisions and live in good health.

Through the PLURIELLES project, 1,099 men and adolescents trained as peer educators are sharing a constructive vision of health and equality in their communities, reaching over 5,200 people with awareness-raising activities this year alone.

Their work is driving measurable change. Since 2021, the percentage of men and adolescents supportive of using sexual and reproductive health services has jumped: +31% in Benin (Mono), +25% in Burkina Faso (Cascades) and +22% in Mali (Kayes).

Women committed to health. Members of the Women Users’ Committee in Koniakary (Mali), lead awareness-raising activities in their community and ensure women’s voices are heard by the university community health centre (CSCoM-U) team: quality of services, SRHR needs and challenges.



» PILLAR 3

## Inclusive governance for the right to health

For change to last, it must be embedded in local policies, budgets and priorities.

This year, Santé Monde has supported inclusive governance processes where community voices, particularly those of women, are heard and where sectors collaborate: health, education, protection, environment, and more.

These alliances become powerful levers, transforming commitments into concrete action and pilot initiatives into institutionalized practices.

"The **CLEFS** project introduced a major institutional innovation by bringing together sectors that rarely work directly together. It turned an idea into a practical reality, demonstrating that education, health and communities can collaborate effectively."

— Mehidi Diakit , Director of the Americas, Ministry of Foreign Affairs of Mali (2024)

### What this changes

#### Local authorities taking ownership of the issues (and the solutions)

In Burkina Faso's Cascades region, a multisectoral protocol for supporting victims/survivors of gender-based violence (GBV) was developed with local stakeholders through the **PLURIELLES** project. A clear referral pathway was established, and actors were trained to follow it.

But what truly changed the game? The Governor himself issued an official letter urging all regional actors (health, justice, security, social services) to adopt this protocol, recognizing its relevance for the population.

This letter sends a clear message. It transforms a technical tool into a policy guideline. It gives the approach institutional legitimacy and mobilizes resources far beyond our direct reach. When local authorities commit like this, impact multiplies.

And this dynamic is replicating elsewhere. Similar protocols have been implemented in Benin and Mali, generating the same institutional commitment.

**Across all three PLURIELLES countries, GBV victims/survivors are finding increasingly coordinated responses because all actors speak the same language, follow the same protocol—and have received the political signal to take action.**

### Women's leadership in action

In Haiti, in a context where access to care is fragile and gender-based violence pervasive, who better than women to identify real barriers and propose adapted solutions? Yet governance remains largely male-dominated.

Through the **FANMKAD** project, we supported a significant transformation. In four years, the proportion of women in sexual and reproductive health decision-making bodies rose from 26% to 47%.

Midwives, nurses, community health workers, and managers now sit on committees, participate in budget decisions, and define priorities.

**14 women now hold decision-making positions out of 29 identified roles in supported structures (compared to only five at the outset).**

This progress lays the foundation for deeper lasting change: institutionalizing women's participation and, gradually, including adolescent girls. So that decision-making bodies reflect all realities and all ages.

**What we're aiming for: services better adapted to lived realities.** When those who intimately understand the issues participate in decisions, the entire system benefits. This is why strengthening women's leadership is a fundamental aspect of all our projects.



### Measured effect

Example from the **PLURIELLES** project in Benin, Burkina Faso and Mali (since 2021)

### Bridges built between sectors

**83 stakeholders supported (health, rights, protection, economic reintegration, policy)**

→ Developing together a comprehensive understanding of health and rights issues

**51 women's rights organizations supported**

→ 44 advocacy actions informed by multisectoral experiences conducted with regional and national bodies

### Results

• **19 legislative and regulatory advances adopted on SRHR and GBV**

### Human impact

"In Benin, we contributed to the adoption of a new decree authorizing safe abortion in certain cases. One more step toward reducing deaths related to clandestine abortions."

— *Sant  Monde team member (Benin, 2024)*

**Solidarity in action.** These faces represent one of the 150 women's groups supported by the **PLURIELLES** project. Together, these women and adolescent girls are building the foundations of their economic autonomy and transforming health into a true collective project. Through health mutual funds, they are no longer alone in facing illness: they protect their families, strengthen their agency, and shield themselves from the financial risks of healthcare.



## HEALTH AS A LEVER

Our three pillars of action interweave to build resilient communities capable of facing shocks while seizing development opportunities.

Every life saved, every system strengthened, every capacity developed contributes to a future where health ceases to be a privilege and becomes a driver of equity and inclusive growth. By investing simultaneously in systems, communities, and governance, we cultivate resilience that spans borders and generations.

It is this holistic approach that transforms today's vulnerabilities into tomorrow's collective strengths.

# ACTIONS DESIGNED TO LAST

## SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS (SRHR)

### TRAINING TO TRANSFORM

Health professionals are the first point of contact for sexual and reproductive health. Their ability to listen, inform, guide, and intervene with sensitivity makes all the difference.

This is why we support local teams to strengthen their clinical skills while integrating rights-based approaches that are gender-sensitive and responsive to sociocultural realities. These training courses are co-designed and delivered with our local partners, inspired by their expressed needs and informed by their field experience.

Santé Monde does not create new programs. We build on the ministries of health's continuing education programs. By collaborating with national trainers, we strengthen what is already in place and sustainably integrate quality practices into SRHR curricula. This way, knowledge continues to circulate long after we leave.

### Tangible outcomes

From Mali to Benin to Haiti, the finding is consistent: providers more comfortable discussing contraception, detecting violence, welcoming adolescents, and providing post-abortion care. More confident and supportive teams finally creating those safe spaces where patients dare to ask their real questions.

- **CLEFS** (Mali): Teams now integrate concepts of consent, confidentiality, and respect for rights into their daily practice. Result: **increased voluntary use of SRHR services**, particularly family planning, thanks to strengthened trust.
- **FANMKAD** (Haiti): Trained providers are equipped with the skills and tools to identify, support, and refer GBV victims/survivors. More attuned to power dynamics and the psychological impacts of GBV, they contribute to **more humane and safe care pathways**.
- **PLURIELLES** (Benin, Burkina Faso and Mali): The focus on welcoming adolescents and combating sexuality-related prejudice has transformed the quality of listening and support in rural areas, fostering **more equitable access to services for young people in vulnerable and marginalized situations**.

### The ripple effect

Each trained professional reaches hundreds of patients per year. But the impact goes further: they train their colleagues, change their department's practices, influence their family and community. **Training is far more than transferring clinical skills. It's humanizing care today and tomorrow!**

## GENDER-BASED VIOLENCE

### A HOLISTIC PREVENTION AND RESPONSE APPROACH THAT GENERATES ENTHUSIASM AND SUPPORT

In Mali, Benin, and Burkina Faso, GBV victims/survivors faced fragmented services. **PLURIELLES** is changing that.

With Lawyers Without Borders Canada, Socodevi, and our local partners, we codeveloped four holistic care protocols that codify the entire pathway—from prevention and identification to psychosocial and legal support. We worked with each sector individually and cross-sectorally.

Today, 83 institutional and community actors (health workers, social workers, police officers, community leaders) are engaged in a common response. **More than 30,738 people have already accessed services adapted to their realities, and this momentum is accelerating.** The interest is palpable. The foundations are solid. The future is promising!

## COMMUNITY ENGAGEMENT

### TABOOS LIFTING, ONE CONVERSATION AT A TIME

This year, we brought together opinion leaders, elected officials, community members, as well as women, adolescents, and husbands in dialogues to break taboos. Together, they identified beliefs that limit the exercise of sexual and reproductive health rights, from accessing services to making decisions about one's own body.

**DANBE** organized workshops exploring why and how to transform practices with **over 150 local actors and social change communication specialists**. **PLURIELLES** mobilized **8 community organizations and groups of men and adolescents** to deconstruct harmful norms and discuss positive masculinities. In a similar approach, **CLEFS** reached **more than 40,000 men and boys** through adapted approaches, including social media for youth.

"The concept of positive masculinity that I discovered through **PLURIELLES** training has allowed me to become a better head of household. I understood that being a man didn't mean dominating or controlling everything, but rather embodying values like listening, respect, responsibility, and authentic emotion," explains CK, a Burkinabé man.

When power holders become allies, change lasts. These dialogue spaces tackle the roots of violence and gender inequality.

# DARING TO DO DIFFERENTLY

## Major advances in community-based mental health in Mali

Launched in 2020, the **CLEFS** project is redefining health leadership in Mali by breaking down traditional silos. Our innovation? Bringing together traditional healers, researchers, and physicians around a shared vision.

**This unprecedented synergy enabled the codevelopment of adapted mental health tools and approaches that meet a real need. Today, our diagnostic tools are officially integrated into Mali's 2024-2028 National Mental Health Policy.**

More than a simple intervention, CLEFS is helping to anchor mental health in primary care.

Our local partners can now respond with agility to the critical needs of women and vulnerable populations regarding gender-based violence, post-traumatic stress, or postpartum depression.

**"The CLEFS project inspired me to work with people suffering from mental disorders, and I even obtained my bachelor's degree in mental health,"** testifies a midwife.

Through these integrated actions, CLEFS sustainably strengthens community resilience and the effectiveness of Mali's health system.

## Innovating... even in our partnerships!

This year, our codevelopment approach is enriched through new partnership models that maximize the impact and sustainability of our actions.

### Shared leadership with local organizations

In Latin America and Haiti, the **Harmonie** and **Vwa Fanm** projects are based on collaborative management with national organizations firmly rooted in their communities:

- Coordinadora Nacional de Viudas de Guatemala (CONAVIGUA) – Guatemala
- Asociación interétnica de desarrollo de la selva peruana (AIDSESP) – Peru
- Católicas por el Derecho a Decidir en Bolivia (CDD) – Bolivia
- Association Femme Soleil d'Haïti (AFASDA) – Haiti

This approach fosters localized dynamics and more fair, relevant actions closer to the realities of the communities involved.

### Strategic alliance with the private sector

The **ECollectif** project illustrates the power of public-private collaboration to strengthen the climate resilience of health centers in DRC.

By our side: Ecosolaris, a Quebec-based firm that specializes in solar electrification, to help us deploy adapted systems. This alliance combines technological innovation and field expertise for lasting impact.

**By valuing local knowledge, expertise sharing, and collective results, these partnerships deliver inclusive, innovative, and future-oriented solutions!**

**When technical expertise meets field experience.**  
In a fragile context, Ecosolaris's solar solutions, combined with Santé Monde's nearly 20 years of local presence in DRC, lay the groundwork for sustainable energy, driven by training and support for local teams. Because high-performing technology starts with shared skills.

## Epidemiological surveillance in DRC: a pilot project for early detection

As part of the **REDISSE 4** project, Santé Monde supported the establishment of two pilot epidemiological intelligence centres in Kwilu and Équateur.

Drawing on **35 years of expertise in epidemiological surveillance**, our organization set up resilient infrastructure, provided computer equipment, and trained provincial teams in health monitoring.

Result: real-time tracking of epidemiological data enabling early detection of suspected cases and outbreaks.

**In light of this success, the World Bank is considering scaling the model to eight additional provinces.**



# A MODEL TRANSFORMING COMMUNITY HEALTH

## Hubs of innovation at the heart of communities

In Mali, University Community Health Centers (CSCoM-U) are reinventing primary healthcare.

Their ambition is as bold as it is transformative: bringing together quality services, teaching, and research closest to the people, where needs are greatest.

Under one roof, communities access quality care, particularly in sexual and reproductive health and rights (SRHR); students learn through real-life situations; and health professionals combine clinical practice with teaching. Local challenges become research questions, and solutions emerge directly from the field.

With support from the **CLEFS** project, a decentralized rural and peri-urban internship program developed with higher education health institutions is training a new generation of doctors, midwives, and nurses.

This synergy produces lasting benefits: better-trained teams, strengthened health services, solutions adapted to real needs, and mobilized communities.

In CSCoM-U, healthcare providers, researchers, and citizens work together to improve population health, particularly that of women and girls.

## 15 years of Canada-Mali partnership

Since 2010, Santé Monde, in consortium with Cégep de Saint-Jérôme and Université de

Sherbrooke, has supported this transformation alongside Malian partners.

The **DÉCLIC** project (2010-2019) created the first five CSCoM-U. Given the demonstrated effectiveness, **CLEFS** (2020-2025) expanded the model to seven centers across five regions.

## Results that speak for themselves

Care quality is improving, trust is building, and indicators are rising:

- **57% of pregnant women** complete the four recommended antenatal consultations (compared to 38% at the beginning of the project)
- **83% of deliveries are assisted by skilled personnel** (compared to 57% national average)
- **98% user satisfaction**

Behind these figures are women and girls who consult without fear. They are also professionals who choose CSCoM-U for their stimulating environment and students who develop within a deeply humane approach, where community health is recognized as a specialty of excellence.

"The internships we do at CSCoM-U are very different. We learn so much," explains a nursing student from the National Institute of Health Sciences Training (INFSS), highlighting the quality of his clinical experience.

*In Mali, University Community Health Centers, locally known as CSCoM-U, demonstrate that it is possible to combine academic excellence with community proximity, cutting-edge training with universal health coverage.*

## Governance that builds on community agency

In CSCoM-U, communities are decision-makers and managers. Women hold a central and strategic role.

Each center relies on a Women Users' Committee (CFU). Trained in leadership and community health, these women contribute to orienting services according to real needs, lead prevention and health promotion activities among their peers, and directly influence increased CSCoM-U attendance.

This inclusive governance is a key factor in sustainability, accountability, and local ownership.

## A recognized model

In five years, the CLEFS project has catalyzed a true metamorphosis: modernized infrastructure, inclusive governance, competent and engaged personnel. CSCoM-U now offer

modern services at affordable prices, rivaling Bamako hospitals, through telemedicine, digital health, cervical cancer screening, and mental health services.

Their success is such that the Malian government is considering official integration of the CSCoM-U model into its health pyramid, positioning Mali as a leader in Africa for university-based community health.

**By placing women and girls at the heart of its actions, CLEFS demonstrates that long-term investment in locally rooted solutions can generate measurable, lasting results that drive social and health transformation.**

## Discover this model for the future

**Dive into the heart of CSCoM-U through a virtual tour!**

You'll see how these dynamic spaces are concretely changing people's lives and why this model is now inspiring other countries.

[Enter the virtual tour](#)



# A RESPONSIBLE COMMITMENT

## Board of Directors

Santé Monde relies on a Board of Directors with diverse areas of expertise to guide its strategic decisions and implement best governance practices, while fully embodying our core values.

We extend our sincere thanks to the members who generously contribute their vision and experience in service of our mission. For the 2024–2025 year, the Board was composed of:

### Chair

- ① **Geneviève Larouche**  
Pharmacist (member since 2018)

### Vice-Chair

- ② **François Gelineau, PhD**  
Vice-Rector for International Affairs and Sustainable Development, Université Laval (member since 2021)

### Chair of the Audit Committee

- ③ **Jean Bédard, PhD**  
Certified corporate director, specialist in organisational governance (member since 2019)

### Member of the Audit Committee

- ④ **Robert Dubé**  
Financial sector specialist with extensive experience in Africa (member since 2019)

### Board Members

- ⑤ **Pascale Cholette, MD**  
Family Physician (member since 2017)
- ⑥ **Nafissatou Diop, PhD**  
Global health and international development specialist (member since 2022)
- ⑦ **Serge A. Kablan, LL.D**  
Expert in commercial, international and digital law (member since 2021)
- ⑧ **Micheline Ulrich, MScN**  
Leader in nursing care, research, teaching and management (member since 2023)

## Proactive governance

We recognize that global health requires navigating uncertainty. Our Board of Directors oversees a dynamic risk-management approach rooted in continuous improvement. Our **internal policies and Code of Ethics** serve as pillars of this daily vigilance.

We invest in training and appropriate tools to strengthen the safety of our teams and partners, guided by a constant commitment to do no harm.

## FINANCIAL STATEMENTS

### Driven by rigor

Integrity defines our approach. We ensure the highest standards of financial rigor and transparency across all operations.

**View our audited financial statements for the 2024–2025 fiscal year in the 'Reports and Documentation' section of our website.**

[Access the 2024-2025 Results](#)

## STRATEGIC PLANNING

### Our compass

True accountability means having a clear vision for the future. Under the guidance of our Board of Directors, we have charted a bold course for the next five years: scaling our impact, embracing agility, and diversifying our partnerships.

**Explore our 2024–2028 Strategic Plan.**

[Read the document \(in French\)](#)



# OUR COMMUNITY

At Santé Monde, we firmly believe that lasting change is built together. From women's groups, community associations and local organizations to national and international institutions, every collaboration enriches our work and deepens our impact.

## Thank you to our codevelopment partners!

### Benin

- National Agency for Primary Health Care (ANSSP)
- Ministry of Justice and Legislation
- Ministry of Health
- Ministry of Social Affairs and Microfinance
- Beninese Environmental Agency (ABE)
- Beninese Human Rights Commission (CBDH)

### Canada

- Université de Sherbrooke
- Ecosolaris
- Oxfam Québec
- Socodevi
- International Health Unit (USI), Université de Montréal
- Université Laval

### Guatemala

- CONAVIGUA
- Movimiento Nacional de comadronas Nim Alaxik

### Haiti

- Association Femmes Soleil d'Haïti (AFASDA)
- South-East Departmental Health Directorate

### Mali

- Ministry of Health and Social Affairs (MSAS)
- Ministry of Higher Education and Scientific Research (MESRS)
- Ministry for the Promotion of Women, Children and the Family (MPFEF)
- National Institute for Health Sciences Training (INFSS)
- Faculty of Medicine and Odonto-Stomatology (FMOS)
- National Human Rights Commission (CNDH-Mali)
- Association of Private Health Schools (AESP)
- Community Health Associations (ASACO) of University

### Community Health Centres (CSCoM-U)

- National Federation of Community Health Associations of Mali (FENASCOM)

### Peru

- AIDSESP

### DR Congo

- Provincial Ministry of Public Health, Hygiene and Prevention of Kinshasa and its decentralised bodies
- Provincial Health Inspectorate of Kinshasa
- Education Provinces of Funa and Plateau
- National Adolescent Health Programme
- Rotary Club for Development / Kinshasa
- United Nations Population Fund (UNFPA)

### International

- World Bank
- Mérieux Foundation
- International Medical Corps
- West African Health Organization (WAHO)



A powerful moment of recognition and celebration of the collective work accomplished: Dr Coulibali (6th from the right), surrounded by Santé Monde team members and CLEFS partners, during the project closing ceremony in 2025.

“What I take away from all CLEFS project activities is a win-win partnership.

It allows us to hope that progress in health services will continue, with all stakeholders committed and mobilised to address community needs.”

Dr Bayo Coulibali, Technical Director of the Konobougou CSCoM-U (Mali, 2025)

## Thank you to our 2024-2025 financial partners!



## Collective commitments

In Canada and abroad, Santé Monde joins forces with key networks, coalitions, and institutions to advance international cooperation and global health.

By sharing our expertise, supporting our peers, and contributing to collective initiatives, we help build a stronger sector in service of a fairer, more equitable world.



## Our presence in Canada

In 2024–2025, our team played an active role in several key events, including:

» [SIDIIEF African Conferences \(April 2024\)](#)

Co-sponsored by Santé Monde, this edition focused on the theme: "Towards Universal Health Coverage: Leveraging the Nursing Contribution".

» [NAPCRG Annual Conference \(November 2024\)](#)

Our colleagues from Mali shared insights from the CLEFS project, highlighting our work in global health research and capacity building.

» [5th Congress of the Mukwege International Chair \(December 2024\)](#)

We presented findings from three of our projects, including the impact of the **Women User Committees (CFUs)** in the Democratic Republic of the Congo and the **Social Art for Behavior Change (SABC)** approach piloted in Haiti.



Santé Monde at the 5th International Mukwege Chair Congress: Karina Dubois-Nguyen (Executive Director, USI), Micheline Ulrich (Santé Monde Board member), Sylvie Charron, Cécile Maleko (GBV and Gender Equality Adviser for Santé Monde in the DRC), and Hélène Salette (President of SIDIIEF and Board member of Santé Monde from 2017 to 2022), gathered for inspiring exchanges on combating gender-based violence and women's empowerment.

Learn more about the initiatives presented at the Mukwege Chair Congress:

[Discover CFUs](#)

[Discover SABC](#)

## The people behind the impact

Santé Monde mobilizes a multidisciplinary team of over a hundred professionals across eleven countries.

From Cap-Haïtien to Cotonou, and Kayes to Kinshasa—by way of Quebec—our teams are composed of local experts who truly understand the realities on the ground, many of whom have been with us for decades.

Without their commitment, their complementary skills, and their deep-rooted community knowledge, the results shared in this report would not be possible.

Day after day, they tackle the complex challenges of global health with innovation, rigor, and resilience, showing us the true meaning and value of teamwork.

**This human foundation is our greatest asset—the living engine of our lasting impact.**

[Meet the whole team](#)

## Knowledge sharing: at the heart of our DNA

For the fifteenth consecutive year, our team taught the graduate-level course [Global Health Project Planning and Management \(SAP-7016\)](#) at Université Laval.

This long-standing commitment once again sparked rich dialogue between field practitioners and dedicated students, all driven to better understand the challenges of global health and international cooperation.

It is a powerful way to inspire the next generation, share our expertise, and bring our codevelopment approach to life—right in the classroom!



# SANTÉ MONDE



International  
Codevelopment

## SANTÉ MONDE

Standing with communities for health  
since 1987.

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Rapport annuel  
2024-2025

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