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Department of Agricultural Economics
Food Security III Cooperative Agreement
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Strengthening and Mobilizing Mali's Capacity to Promote Sustainable Food Security

A Work Plan for PROMISAM: October 1, 2006-September 30, 2007

1. Background

In November, 2002, the Malian government adopted a national food security strategy (*Stratégie nationale de sécurité alimentaire*, or SNSA), which lays out a vision and broad objectives to guide Malian government policies to promote improved food availability, access, and utilization at the national, regional, and local levels. In May, 2004, the Malian government reconfigured its administrative structures to implement the SNSA more effectively, creating a food security commission (*Commissariat à la Sécurité Alimentaire*, or CSA) in the Office of the President. The CSA's mandate is to translate the broad goals and vision laid out in the SNSA into an operational program, in the context of Mali's national policy of decentralization. Specifically, the CSA has adopted as a central goal the transformation of government policy away from just dealing with short-term food-security crisis management to building long-term sustainable food security at the local, regional, and national levels.

In September, 2004, USAID/Mali, as part of its support to the Malian government's efforts to strengthen sustainable food security in the country, provided assistance to the CSA through an Associate Award to the USAID/Michigan State University Food Security III Cooperative Agreement. This Associate Award supported the Project to Mobilize Food Security Initiatives in Mali (*Projet de Mobilisation des Initiatives en matière de Sécurité Alimentaire au Mali*, or PROMISAM), which has worked closely with the CSA to implement the following objectives:

- Help the CSA better define its role (for example, in relationships with the line ministries), develop its implementation strategy for the SNSA, and strengthen its capacity to implement the strategy. As part of this capacity-building effort, PROMISAM also provided ongoing counsel to the CSA on the management of the 2004/05 food crisis and the drawing of lessons from that experience (e.g., through organization of a national conference in 2006 to review Mali's food security strategy).
- Develop methods and implement approaches in five regions (Gao, Sikasso, Mopti, Tombouctou, and Kayes) to help local communities (communes [townships], circles [counties], and regions [states]) develop their own food security programs, as called for in the SNSA. This participatory approach to building Mali's food security programs from a grass-roots basis focuses on training of trainers, who then work with local communities to develop the local food security programs.
- Develop and strengthen a documentation center at the CSA to serve as a support for the Bamako-based activities of the CSA, the local-level food security programming efforts, and as a general resource for others involved in various aspects of promoting food

security in Mali (Malian government agencies, civil society organizations, donors, and academics). Among the activities undertaken has been the development of a CSA website (www.csa-mail.org) and a document collection.

The CSA and civil-society participants at the local levels have highly appreciated the technical support offered by PROMISAM since 2004 in translating the SNSA from a purely conceptual document into implementation plan. Progress achieved to date by PROMISAM in reaching the objectives outlined above is detailed on the project website (http://www.aec.msu.edu/agecon/fs2/mali_fd_strtgy/index.htm) and on the CSA website (<http://www.csa-mali.org/>).

2. Work Plan Detail for October 2006-September 2007

Based on the progress made during PROMISAM's first 2 years of implementation, USAID/Mali and MSU, in consultation with the CSA, agree to continue and extend the project's activities through September 30, 2007, with the following work plan and attached budget.

The work plan focuses on two types of activities: (1) assuring that by August 31, 2007, all rural communes, circles, and regions in Mali will have developed their local-level food security plans and (2) completing all monitoring, evaluation and final documentation of project impacts by September 30, 2007. The timetable of the project activities for the period October 2006-September 2007 appears at the end of this document.

It is anticipated that by September 30, 2006, the communal, circle, and regional plans will be completed in the regions of Sikasso, and Tombouctou, in addition to Gao (already complete). In addition, all the training of trainers to prepare local plans will be completed in the Mopti region by the end of September, 2006, although the development of the local plans themselves will continue into 2006/07. The 2006/07 work plan thus concentrates on working with the CSA and local partners to complete the planning process in the regions of Kayes and Mopti and extend the effort to the three remaining regions of Kidal, Koulikoro and Segou. (Kidal was originally scheduled to be completed in 2005/06, but had to be postponed due to the civil unrest in that region).

PROMISAM will also work with the CSA to help facilitate good articulation of these local efforts with national food security and development programs (e.g., through the Programme Nationale de Sécurité Alimentaire, or PNSA, and through the Malian government's decentralization programs) by serving as an information broker to the local groups about the national programs and their priorities and vice versa.

2.1 Support the Development of Local-Level Food Security Programs in the Regions of Koulikoro, Segou and Kidal, and Completion of the work in Kayes and Mopti

PROMISAM and the CSA, in conjunction with local officials of the Direction Nationale du Plan, will extend the highly participatory, grass-roots planning efforts developed during the first two years of the project to the three remaining regions in the country, Kidal, Koulikoro and Segou, completing the development of the local plans in those three regions by the end of August, 2007.

At the same time, PROMISAM and CSA will work with local teams to complete the ongoing plan development and synthesis work at the commune, circle and regional levels in the Kayes and Mopti regions by March 2007. The training of trainers effort and development of local plans for the Kidal region, originally scheduled to begin in May, 2006 but postponed due to insecurity in that region, will begin in January 2007, security conditions permitting.

The PROMISAM/CSA work in the three new regions will follow the design successfully followed in the other regions: (a) working directly with stakeholders in the communes, circles, and regions to help facilitate the development of the local-level programs and (b) facilitating a two-way flow of information between the local and national levels to facilitate a good articulation between the local-level programs and national programs (such as the *Programme nationale de sécurité alimentaire*—PNSA) and monitoring/evaluation activities coordinated by the CSA in Bamako. The CSA itself will act to facilitate the institutional links between the local-level plans and these national programs and the technical ministries.

2.1.1. Development of the local-level food security programs

The development of the local-level food security programs begins with missions by the CSA and PROMISAM staff to the regions and circles to meet with local officials (governors, préfets, representatives of regional assemblies and other elected officials) to inform them of the SNSA, explain the decentralized approach Mali has adopted for its implementation, and solicit their feedback and support in how best to mobilize the local elected officials, civil society, and development agencies for the subsequent development of local food security programs. After these local officials in turn contact key people in their regions (a process that can take a few weeks), CSA and PROMISAM staff work with them to plan local workshops. These workshops involve CSA and PROMISAM staff and local consultants training the commune-level trainers (mayors, members of the CCC, representatives of women's groups and of farmer associations), who in turn return to their home communes to set up commune-level food security committees. These committees are charged with developing the commune-level plans. The participants at the commune level identify their communities' most important food security priorities, inventory locally available resources and projects that can help them meet these priorities, and identify resource and knowledge gaps that need to be filled to meet those priorities. Once all the commune-level plans within a circle are developed, they are discussed at the circle level, and common elements in the commune plans become key elements of the circle plan. A similar procedure of synthesizing and reconciling the circle plans takes place at the regional level. At the regional meetings, representatives of national programs, national NGOs, and the technical ministries attend, and the ensuing exchange of information will help facilitate the articulation and coherence of the local and national programs.

In order to equip the communes, circles and regions in the remaining three regions of the country with the tools they need to develop their local plans and to assure good coordination with USAID/Mali's PGP (shared governance program), PROMISAM will work with the CSA to:

1. Conduct missions to the regions to inform and sensitize local officials and other stakeholders about the proposed local planning efforts and how they fit into the broader

SNSA. The missions will also lay the groundwork for the workshops in the selected areas.

2. Plan and hold workshops in the regions to strengthen local-level capacities to develop the local food security programs (training of trainers).
3. Provide ongoing support to the communes for the development of their programs (e.g., review of draft programs, suggestions for revisions).
4. Provide technical and limited financial support to the circles and regions for the holding of workshops to synthesize and reconcile the commune plans (at the circle level) and the circle plans (at the regional level).

In carrying out the work with the local communities to help them develop their own food security plans, PROMISAM will build upon and strengthen the links it has established during its first two years with USAID's Democratic Governance team so that the local-level plans take full advantage of this partner's activities (and vice versa) and avoid duplication of effort.

2.1.2 Facilitate the articulation between local-level plans and national initiatives and monitoring/evaluation efforts

Part of the training of trainers at the local level will include making sure that local communities, as they develop their food security programs, recognize that these programs need to be consistent with national-level initiatives (such as the Schéma directeur du développement rural, the PNSA, the new PRSP, etc.) At the same time, these national efforts (especially the PNSA) need to be informed by the priorities identified at the grass-roots level. PROMISAM will work to help the CSA to facilitate the flow of information from the local levels (in terms of priorities) to the programs coordinated by the CSA itself (e.g., the PNSA) and through helping make the local plans widely available to other development partners (such as NGOs). For example, PROMISAM is currently working to assure that the same nomenclature is used in the PNSA to described different types of investments and other activities as is used in the local-level plans. This will facilitate the matching of PNSA financing lines to specific priorities identified in the local-level plans. In this effort, PROMISAM will serve primarily as an information broker, while the negotiating of the institutional links between local and national level programs will be facilitated by the CSA. Among the aims of this coordination between the local and national level programs are (a) to allow a matching of financing available through national-level programs with locally identified priorities and (b) to facilitate access of local communities to assistance from the technical ministries in the implementation of the local food security programs.

As part of the effort to assure a good articulation between the local-level plans and national initiatives, PROMISAM staff will continue to provide advice and counsel to the commissioner and her staff on management of food security policy issues in Mali. Such advice has been an important part of capacity strengthening at the CSA and helped build the confidence and trust of the CSA in PROMISAM that have been important in helping PROMISAM work effectively with the commission.

2.2 Project Monitoring, Evaluation, and Documentation of Impacts

The project will continue to take a number of actions to monitor and document the impact of its activities and make those results widely available.

2.2.1 *Documentation and distribution of local plans*

As it has done in the past, PROMISAM will work to make the local plans widely available via the PROMISAM and CSA websites, on CDs and in hard copies to various development partners. Such distribution of the plans for Gao have already resulted in NGOs such as Catholic Relief Services using the documents to identify areas for its new interventions.

2.2.2 *Preparation of project reports*

As in previous years, PROMISAM will prepare quarterly progress reports and (in October, 2006) an annual activity report. In September, 2007, the project will prepare an end-of-project report, documenting all project accomplishments. PROMISAM will continue to make all project reports and other outputs available via the project's website.

2.2.3 *Administrative wrap-up of project*

PROMISAM is scheduled to end in September 2007. The project will complete the support of local-level planning activities by August, 2007, and will devote considerable energy in its last two months to assuring that all project documents and data sets are completely archived and transferred to the CSA and USAID/Mali, all equipment is transferred and local staff contracts are terminated, and final project financial and administrative accounting is completed. Most of the local staff's contracts will end in August, 2007, with a core group of project managerial and administrative staff in Bamako and East Lansing continuing through September 2007 to assure completion of all project administrative and substantive reports.

Proposed Results, Activities, and Performance Indicators for PROMISAM October 2006 – September 2007

This section describes the key themes of the proposed extension of PROMISAM, the strategic results that the project will produce for each theme, and the activities and indicators associated with each strategic result. Two types of indicators are proposed: those for internal project management only noted in lower case, *10-point italics* (these are typically intermediate results); and reporting indicators, noted in **bold, 14-point font**—typically the more significant impacts that USAID/Mali is seeking. Because all these activities are new activities, the baseline statistic for each indicator is zero.

Help Develop Food Security Programs at the Commune, Circle, and Regional Levels in the Regions of Kidal, Koulikoro and Segou and complete the ongoing work in Kayes

This theme aims to achieve four strategic results:

- R1.1 The trainers of trainers are trained.
- R1.2 The food security programs are developed at the commune, circle and regional levels.
- R1.3 Communes, circles, and regions have information about national programs such as the PNSA and those of the technical ministries and the latter have information about the local-level plans, thus facilitating articulation between local and national-level efforts

Result 1.1 The trainers of trainers are trained

Activities

- A1.1.1 Missions to provide information on the SNSA and prepare for the local training workshops in Kidal, Koulikoro, and Segou
- A1.1.2.1 Key USAID programs staff and partners are contacted to inform them and solicit their participation/coordination with the development of the local plans
- A1.1.2.2 Planning the local training workshops
- A1.1.2.3 Holding of the workshops

Indicators

- I1.1.1 Trip (mission) report (*3 reports*)
- I1.1.2.1 Programs of the training workshops (*16 programs for 18 circles*)
- I1.1.2.1.2 Workshop documents (*1024 training manuals distributed*)
- I1.1.2.1.3 Numbers of people trained, by gender (**at least 269 women and 755 men trained**).

Result 1.2 The food security programs are developed at the commune, circle and regional levels

Activities:

- A1.2.1 Technical support to the development of the commune-level food security programs
- A1.2.2 Synthesis of the commune-level food security programs at the circle level
- A1.2.3 Synthesis of the circle-level food security programs at the regional level

Indicators:

- I1.2.1 Number of local commune-level plans developed: **(239)**
- I1.2.2 Number of circle-level plans developed: **(18)**
- I1.2.3 Number of regional programs developed **(3)**

3.0 Budget

The attached budget covers the new local-level planning activities that will be launched in 2006/07 in the regions of Koulikoro, Segou, and Kidal, monitoring and evaluation activities, and project support activities provided by the Bamako PROMISAM office and the MSU campus-based staff. The funds for completing the development of local plans already begun in the Kayes and Mopti region that will continue into 2006/07 have already been encumbered in the 2005/06

budget and are taken into account in the calculation of the carry-forward funds shown on page 1 of the budget. The budget covers local-level planning activities in Mali for the period October 1, 2006-August 31, 2007 and support for a reduced local-level staff during September, 2007 for the administrative wrap-up of the project. As shown in the budget, incremental funding of \$600,000 will be needed to complete the set of activities presented in this work plan.

PROMISAM Activity Timetable, October 2006 – September 2007 (colors denote regions)

Objectives: Activities	Month											
	Oct. 06	11	12	Jan 07	2	3	4	5	6	7	8	9
Development of Local-Level Food Security Programs:												
Result 1.1 – The trainers of trainers are trained												
A1.1.1: Missions to inform local stakeholders and prepare the training workshops in Koulikoro, Segou, and Kidal.												
• Segou	Yellow											
• Kidal	Green											
• Koulikoro	Cyan											
A1.1.2.2: Planning of the training workshops												
• Segou	Yellow	Yellow										
• Kidal				Green								
• Koulikoro		Cyan	Cyan									
A1.1.2.3 Holding of the training workshops												
• Segou	Yellow	Yellow										
• Kidal				Green								
• Koulikoro		Magenta	Magenta									
Result 1.2 – The food security programs are developed at the commune, circle, and regional levels												
A1.2.1: Technical and logistical support for the development of the communal programs												
• Kayes	Red	Red	Red	Red	Red							
• Mopti	Grey	Grey	Grey	Grey	Grey							
• Segou		Yellow	Yellow	Yellow	Yellow	Yellow						
• Kidal				Green	Green	Green						
• Koulikoro				Magenta	Magenta	Magenta	Magenta	Magenta				

Objectives: Activities	Month												
	Oct. 06	11	12	Jan 07	2	3	4	5	6	7	8	9	
Development of Local-Level Food Security Programs:													
A1.2.2: Synthesis of the communal food security programs at the circle level													
• Mopti				■	■	■							
• Kayes				■	■	■							
• Segou						■	■	■					
• Kidal						■							
• Koulikoro							■	■	■	■			
A 1.2.3: Synthesis of the circle-level food security programs of SA at the regional level													
• Mopti							■	■					
• Kayes							■	■					
• Segou									■	■			
• Kidal								■	■				
• Koulikoro									■	■			
Monitoring & Evaluation													
2.2.1 Documentation and distribution of local plans	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.2 Preparation of project quarterly, annual, and final reports	■			■			■			■		■	■
2.2.3 Administrative wrap-up of project												■	■