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PROMISAM

PROJECT TO MOBILIZE FOOD SECURITY INITIATIVES IN MALI

(Projet de Mobilisation des Initiatives en Matière de Sécurité Alimentaire au Mali)

http://www.aec.msu.edu/agecon/fs2/mali_fd_strtgy/index.htm

Final Technical Report, covering the period

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TABLE OF CONTENTS

Executive Summary	ii
1. Background and Objectives	1
1.1 Background and Context	1
1.2 Conceptual Approach	2
1.3 Project Objectives	3
2. Achievements and Constraints	4
2.1 Technical Support to the Advisory, Technical and Coordinating Bodies Managing Food-security Policy in Mali	4
2.1.1 Development of Training Materials	4
2.1.2 Local-Level Training Sessions	6
2.1.3 Development of Local Food-Security Plans	6
2.1.4 Publicizing and Use of the Local Food-Security Plans.....	8
2.1.5 Strengthening Mali’s Capacity to Manage Short-Term Food Crises.....	9
2.1.6 Helping Frame the Debate over Future Food Security Policies in Mali: the National Food Security Seminar	10
2.2 Development of a Five-year National Food Security Implementation Program and Development of Capacity at the National Level for Food-Security Planning.....	10
2.3 Creation and Strengthening of a CSA Documentation Center and Strengthening the Capacity of Malian Journalists to Report on Food-Security Issues.....	12
2.3.1 Development of a Fully Functional Documentation Center	12
2.3.2 Training of Journalists.....	14
3. Administrative Closing of the Project	14
4. Conclusions and Remaining Challenges	15
4.1 Implementing and Learning from the Local Food-security Plans	15
4.2 New Staple-Food Marketing Studies.....	16
Appendix 1: Opening Page of PROMISAM Website	18
Appendix 2: PROMISAM Local Food-Security Plan Webpage	23

Executive Summary

The Project to Mobilize Food Security Initiatives in Mali—PROMISAM (*Projet de Mobilisation des Initiatives en matière de Sécurité Alimentaire au Mali*)—began in mid-September, 2004 and ended on December 31, 2007. Its objective was to assist Mali in implementing its National Food Security Strategy (*Strategie Nationale de Sécurité Alimentaire*, or SNSA). Funded by USAID/Mali's Accelerated Economic Growth program for a total of \$2,479,567, the project was structured as an Associate Award to the USAID/Michigan State University (MSU) Food Security III Cooperative Agreement. It was jointly implemented by MSU, the Malian Commissariat à la Sécurité Alimentaire (CSA) in the Office of the President, and the Permanent Assembly of the Chambers of Agriculture of Mali (APCAM). Initially financed for one year (Sept 2004 – Sept 2005), PROMISAM was extended, at the request of the Malian government, through December, 2007, and its activities expanded to cover all of Mali. A key focus of the project was to help Malian townships (*communes*), counties (*cercles*), and states (*regions*) develop their own local food-security plans, in a mutually consistent manner, as part of Mali's approach to implementing its decentralized food-security strategy.

Through its three years of existence, PROMISAM focused on three objectives, which aimed at helping transform Mali's national food-security strategy from a conceptual document to an operational strategy. These three objectives, and the project's major achievements for each, were the following:

1. ***Technical support to the advisory, technical and coordinating bodies managing food-security policy in Mali.*** Key achievements included:
 - a. Training 3,860 local stakeholders (714 women and 3,146 men), including the mayors of Mali's 696 rural communes, leaders of women's groups and other civil-society organizations, and other rural leaders in the concepts of food security and how to use them to develop local food-security plans. These stakeholders then led the development of local food-security plans in their own communities.
 - b. Fostering the development of local food-security plans in all of Mali's communes (townships), cercles (counties) and regions (states). As of March, 2008, local-level food security plans had been completed and adopted in 601 rural communes (86% of all rural communes in Mali), 43 cercles (88% of the total) and 6 regions (75% of the total). Plans in the remaining communes, cercles, and regions are still being finalized. The local plans have become the foundation of the National Food Security Program (PNSA) that guides overall implementation of Mali's food-security strategy and are increasingly used by donors, NGOs and the Malian government to target their rural development activities.
 - c. Strengthened Mali's capacity to manage short-term food crisis by contributing to the development of the Malian government's 2005 Short-Term Crisis Response Plan and by improving the timeliness of the Malian agricultural market information system's regular reporting and publications on market conditions.

2. ***Development of a five-year national food-security implementation plan and development of capacity at the national level for food-security planning.*** Key achievements included:

- a. Contributing to the development by the CSA of the FAO-supported National Food Security Program, or PNSA. The PNSA represents an overall national food-security program that is articulated with the rural development efforts of the different technical ministries and with the food-security plans developed by local communities. It also spells out a strategy to mobilize the resources necessary to carry out the program. The PNSA was officially adopted by the Malian government and approved by donors and civil society organizations on July 1, 2005.
- b. Helping make operational the key main implementing bodies for the National Food Security Strategy, including the National Food Security Council (chaired by the Prime Minister), the Technical Committee for the Coordination of Food Security Policy, and local-level food security committees that developed the local plans. All these structures are now operational and meet regularly to plan and implement Mali's food security action plans.
- c. Contributing to the CSA's design of a monitoring system, including a system of food security indicators, to evaluate the country's progress in meeting specific food-security goals.

3. ***Creation and strengthening the CSA's documentation center and reinforcing the capacity of journalists to report on food-security issues.*** Key achievements included:

- a. The creation of a fully functional documentation center at the CSA, which compiles information useful in designing and implementing food security policies and action plans at the national and local levels and diffuses this information to a wide range of stakeholders in various formats.
- b. The design and implementation of the CSA's website (www.csa-mali.org). The site includes all major Malian government documents related to food security, updates on CSA activities, links to ongoing monitoring of the food-security situation, downloadable versions of all the local food-security plans in Mali, bibliographies on food-security studies in West Africa, and numerous links to sites of others working on food-security issues in Mali and around the globe.
- c. The training of 157 Malian journalists in basic concepts of food security and their implications for the design of national and local development policies and programs. This training has resulted in an increased quantity and quality of reporting on food security in Mali.

As a result of these achievements, PROMISAM has helped transform Mali's National Food Security Strategy from a purely conceptual document to an ongoing program, supported by national and local structures, consultative processes, and action plans. The focus of food security policy in Mali is now on building long-term *structural* food security, not just reacting to short-

term crises. Yet to take full advantage of foundations laid by PROMISAM and the CSA, the Malian government and its development partners need to focus on the following actions:

- Using the local-level food-security plans to coordinate donor and government action in order to target development assistance more effectively, mobilize resources, avoid duplication of effort, and foster cross-community learning. The local plans are now in place, but unless the many different actors involved in rural development in Mali use them to help guide and coordinate their investments, the plans will not have served their purpose. In addition, the existence of over 700 local plans offers a unique opportunity, given an adequate monitoring system, for local communities and their development partners to learn from this vast experiment about which actions are most effective under which conditions in building long-term food security.
- Carrying out a series of staple-food marketing studies to understand better how the ongoing actions of the Malian government (e.g., promotion of local cereal banks; border closures) designed to deal with recurrent short-term food crises are affecting the efforts to build long-term structural food security in Mali.

1. Background and Objectives

1.1 Background and Context

PROMISAM had its origins in a 2003 request from the Malian government to USAID/Mali for technical assistance in implementing Mali's National Food Security Strategy (*SNSA-Stratégie Nationale de Sécurité Alimentaire*). The SNSA had been developed with the help of CILSS (the Permanent Interstate Committee to Combat Drought in the Sahel) and was formally adopted by the government in 2002. The Strategy laid out a broad set of objectives, aimed at moving Mali from a food-security policy that was largely *reactive*, responding to food crises after they occurred, to *proactive*, putting in place investments and policies to help assure all Malians have access to adequate food on a sustainable basis. In the language of the Malian government, the aim was to move from short-term food security (*sécurité alimentaire conjoncturelle*) to structural food security (*sécurité alimentaire structurelle*).¹ The SNSA also outlined a number of structures (advisory boards, implementation agencies, and consultation processes) that needed to be created to implement the strategy, consistent with Mali's overall approach of decentralized governance. The Malian government's request to USAID for assistance stated that the SNSA existed on paper, but needed to be turned into a set of actions.

At the time of the request, food-security policy in Mali was coordinated by an Associate Ministry for Food Security, under the Ministry of Agriculture. The Associate Ministry requested one year of technical assistance support from USAID/Mali, and further requested that this support come from Michigan State University (MSU), given MSU's long experience in working on issues related to food security in Mali.

In May, 2004, however, the Malian government, in a move to signal the importance of food security as a national priority and to facilitate inter-ministerial cooperation in this domain, replaced the Associate Ministry for Food Security with the Food Security Commission (*Commissariat à la Sécurité Alimentaire*, or CSA) in the Office of the President. The CSA was given the mandate to coordinate the implementation of the SNSA and thus move Mali to a situation of structural food security. USAID/Mali responded favorably to the Malian government's request for assistance, and asked Michigan State University to undertake a one-year project, financed as an Associate Award to the MSU-USAID Food Security III Cooperative Agreement and implemented in conjunction with the CSA. The Project to Mobilize Food Security Initiatives, or PROMISAM (its French acronym), began on September 13, 2004.²

Life is full of ironies. At the moment when the CSA and PROMISAM were launched together, with the mandate to move Mali towards a long-term strategy to build sustainable food security, all of Sahelian West Africa, including Mali, was struck with its worst short-term food crisis in 20 years. A combination of drought and attacks by desert locusts created widespread concern (bordering on panic in some places) about a looming food crisis. Thus, during its first year,

¹ PROMISAM's 2004-05 annual report provides a detailed discussion of the evolution of food-security policy in Mali. (See http://www.aec.msu.edu/fs2/mali_fd_strtgy/PROMISAM_ANNUAL_REPORT_LETTER_v2.pdf.)

² As explained below, the project was eventually extended through December, 2007, with an broadened mandate. Funding over the three-year lifespan of the project totaled \$2,479,567.

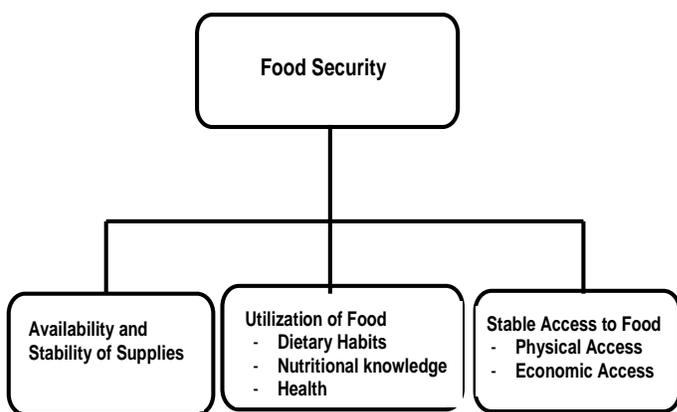
PROMISAM had to devote considerable effort to advising the CSA about ways of handling the short-term crisis in a manner that didn't undermine the prospects for building longer-term food security.³ PROMISAM continued throughout the life of the project to provide technical assistance on dealing with both short-term and long-term food-security issues, although after the crisis of 2004/05 had passed, the emphasis was predominantly on building long-term, structural food security.

1.2 Conceptual Approach

PROMISAM's work with the CSA was guided by the widely accepted definition of food security as "access by all people at all times to enough food to lead an active, healthy life." Adopting this definition led the CSA (and subsequently, local levels of government) to focus much more broadly than they had in the past on alternative ways of assuring food security. Previous approaches had mainly emphasized just increasing national or local food self-sufficiency. In contrast, the plans that emerged through the joint work of CSA and PROMISAM stressed actions to improve all three dimensions of food security (figure 1):

- Availability (through own production, commercial trade, or aid)
- Access (both physical and economic), and
- Utilization (improving both food preparation practices and the health of the individual, which affect her/his ability to benefit from the food consumed).

Fig. 1 - Dimensions of Food Security



Thus, food security involves much more than staple food production, pursuing food self-sufficiency, or reliance on food aid. Conveying this broader understanding to the CSA staff and local stakeholders helped them to define action plans in terms of a broad set of actions, spanning agriculture, non-farm income generation, marketing, transport, and improved health, all aimed at improving individuals' access to healthful food and their ability to utilize it.

³ See PROMISAM's 2004-05 annual report (URL given in footnote 1) for a discussion of the strategies the project advocated for dealing with the crisis and the success of this approach.

1.3 Project Objectives

PROMISAM had three objectives, whose scope broadened over the three-year lifespan of the project:

1. **Technical support to the advisory, technical and coordinating bodies managing food-security policy in Mali**

PROMISAM was to provide technical support to help make various structures at the national level (including the CSA itself) more operational. It was also to provide technical support for the development of local-level food-security plans at the levels of *régions* (equivalent of states in the US), *cercles* (counties), and *communes* (townships). In the initial project design, this work on local-level food-security plans was envisaged as purely methodological. MSU was to work with government officials to develop prototype plans in 2 regions and 3 cercles, which the government could then use as models for other parts of the country. However, soon after the responsibility for food-security policy was transferred to the newly created CSA, the support requested from PROMISAM broadened immensely. The CSA argued that for the SNSA to be translated into action, local plans were needed at the commune level as well as at the level of the cercles and regions. Furthermore, the CSA requested that PROMISAM, rather than simply help in the design of prototype plans for the communes, cercles, and regions, provide training to stakeholders from *all* communes, cercles, and regions in the country in order to provide them with the skills to develop their own plans. So PROMISAM's mandate broadened to include helping implement this strategy across the entire country, covering all 8 regions, 49 cercles, and 696 rural communes. Carrying out this broadened mandate clearly was not feasible within the 12-month lifespan originally envisaged for PROMISAM. Consequently, at the request of the Malian government, the project was eventually extended for an additional 27 months. Providing technical support for the development of the local plans became the largest focus of the project.

2. **Development of a five-year national food security implementation program and development of capacity at the national level for food-security planning**

In order for the SNSA to become operational, the local and regional plans need be articulated with a national plan that mobilizes financial, technical and human resources and links these to achieving local priorities. In addition, the CSA needs a monitoring and evaluation system to track whether programs' targets are being met and if not, why not. PROMISAM thus worked closely with the CSA to help improve the first draft of the FAO-supported National Food Security Program (PNSA). Through the efforts of PROMISAM and the CSA, Mali will implement its PNSA based explicitly on the local plans and priorities rather than on a top-down approach. PROMISAM also worked with the CSA to develop a set of food security indicators, known as the *tableau de bord*.

3. **Creation and strengthening of a CSA documentation center and strengthening the capacity of Malian journalists to report on food-security issues**

The third major objective of the project was to improve the information base upon which food-security policy is developed in Mali. Originally, this activity was conceived of as

simply helping the CSA create a documentation center. The center's mandate would be to provide Bamako-based CSA staff and local rural communities with access to information on the nature of food-security challenges facing Mali and empirical information to help shape the food-security plans, as well as information on approaches that have been used in other parts of the world to address similar food-security challenges. Because the process of food-security planning (described below) is highly participatory in Mali, it soon became apparent that there was also a need to increase the quality of information available about food security to the general public as well as to public decision makers. In particular, the discussion of food security in the written and electronic press during the 2004/05 food crisis revealed a poor level of understanding of many of the key issues. Thus, the documentation center broadened its activities to include more general outreach to the public about food security, the SNSA, and the role of the CSA; and PROMISAM added to its set of activities a series of training sessions for journalists on basic concepts of food security and their implications for policy.

2. Achievements and Constraints⁴

Tables 1-4 summarize PROMISAM's main achievements over its three-year existence. These included the following:

2.1 Technical Support to the Advisory, Technical and Coordinating Bodies Managing Food-security Policy in Mali

By far the largest part of PROMISAM's efforts was devoted to strengthening the capacity of Malian organizations, from the national to the local levels, to develop improved food-security programs and plans (table 1). Within the first month of its inception, PROMISAM organized a workshop for the CSA's staff on the concept of food security and its implications for the commission's mandate and activities. The concepts developed during the seminar served to provide a common conceptual base that guided the CSA staff's work and subsequently fed into the materials developed for the training of stakeholders at the cercle and commune levels.

The training of stakeholders at the commune, cercle, and regional levels in the development of local food-security plans involved three steps: development of training materials, carrying out training sessions throughout the country, and providing subsequent technical support to the local stakeholders as they worked with colleagues in their communities to develop and adopt the local-level plans.

2.1.1 Development of Training Materials

In early 2005, PROMISAM developed a set of training modules that explained how to use the concept of food security as a tool for designing sustainable local development plans. The modules were an adaptation of materials originally developed by World Vision for training its staff in many parts of the world. With World Vision's agreement, PROMISAM staff translated

⁴ Copies of all the reports, training materials, local food-security plans, and other documents referred to in this section are available electronically at the PROMISAM website (http://www.aec.msu.edu/fs2/mali_fd_strtgy/index.htm).

Table 1. PROMISAM Performance Indicators, 2004-2007: Objective 1—Technical Support to the Advisory, Technical and Coordinating Bodies Managing Food Security Policy in Mali

Indicator	Performance of PROMISAM as of March, 2008
Level of understanding by CSA staff of food security policy issues	Workshop held with CSA staff in October 2004 on the concept of food security and its implications for the role of the CSA and the design of CSA programs.
Training materials produced	3 training modules (in French) developed jointly with World Vision on the use of food security as a conceptual framework for local-level development planning.
Number of participants, by gender, who took part in training sessions on local food security planning and later helped develop local food security plans (at commune, cercle, and/or regional levels)	<ul style="list-style-type: none"> • 47 training sessions held across Mali including Bamako • 3,860 local participants (714 women and 3,146 men) completed a training-of-trainers session (typically lasting two days) covering local-level food security planning. These training sessions covered all 703 communes in the country. • 601 out of 696 rural commune-level food security plans have been completed (86% completion rate). • 43 out of 49 cercle-level food security plans have been completed (88% completion rate). • 6 out of 8 regional food security plans have been completed. • All of these plans are available on the websites of PROMISAM (http://www.aec.msu.edu/fs2/mali_fd_strtgy/plans/index.htm#plans) and of the CSA (http://www.csa-mali.org/plancommunalsa.htm). They also are being widely distributed within Mali on CDs by the CSA’s documentation center.
Number of agricultural market bulletins developed and diffused (jointly with the Agricultural Market Information System (OMA).	<ul style="list-style-type: none"> • 1 <i>Flash</i> bulletin published (during the food crisis of 2004/05). • 30 special television broadcasts on market conditions. • 5 Situation Bulletins (<i>Bulletins de conjoncture</i>) developed and published from October 2005 through December 2007.
Food Crisis Response Plan, mutually agreed upon, adopted by the Malian government in 2005	The Short-Term Crisis Response Plan was revised, taking into account the suggestions from PROMISAM, was adopted by the government and will be used to address any future acute food crises.

the material into French and modified it to include Malian examples and more recent information. The modules are available at http://www.aec.msu.edu/fs2/mali_fd_strtgy/plans/index.htm#training.

2.1.2 Local-Level Training Sessions

In collaboration with the CSA, civil society organizations, technical ministries, and representatives of the National Assembly and the Haut Conseil des Collectivités Territoriales, PROMISAM elaborated a program for training of trainers at the local level to cover all 696 rural communes in the country. Intended trainees included mayors of all rural communes; leaders of the communal councils and civil-society organizations, including at least one leader of women's organizations from each commune; and local representatives of the central government (typically, the *prefets* and *sous-prefets*).

This training program was a massive undertaking, and was carried out over two and a half years, from early 2005 through mid-2007, beginning with the Gao and Sikasso regions in 2005 and ending with the Segou and Koulikoro regions in 2007. The training sessions were met with great enthusiasm at the local level (see the reports of the training sessions posted on the PROMISAM website), and with very good participation from the local stakeholders. The implementation of the training sessions in the Segou and Koulikoro regions was delayed, however, because of the presidential and legislative elections, which took place during the first half of 2007. Many local officials were involved in the electoral campaigns, and thus the training sessions had to be postponed until they were available. This delay had implications, discussed below, for the completion of the local plans, particularly in the Koulikoro region.

The enthusiasm for and high levels of participation in the local training sessions contributed greatly to the local ownership of the plans that the participants subsequently developed. The CSA also enthusiastically embraced the local training approach, even agreeing to finance with its own funds the holding of local-level training sessions for the urban communes of Bamako, which were the only communes in the country not covered by PROMISAM's USAID/Mali funding.

Over two and a half years, 47 two-day training workshops were held throughout the country, covering all 703 communes in Mali (including those in Bamako). A total of 3,860 local stakeholders (714 women and 3,146 men) completed the training and subsequently returned to their communities to lead the development of local-level food-security plans. The training program thus represented a large contribution to the human capital base of rural Mali in terms of local elected and civil-society leaders now familiar with the concepts of food security and food policy and their use in local development planning.

2.1.3 Development of Local Food-Security Plans

The process of developing and adopting local food-security plans was time-consuming but necessary to assure quality and local ownership of the plans. After the local leaders completed the training session with CSA and PROMISAM, they returned to their local communities and put together a group in each commune to work with the CCC agents (*agents du centre de conseil*

communal) to develop a draft plan. After completion, each plan was debated and adopted by the communal council. Then, the plans were sent to the local representatives of the Ministry of Plan, who edited them (for form, not content) and drafted the cercle- and regional-level syntheses. The cercle and regional syntheses were then adopted by the elected cercle councils and regional assemblies, respectively.

After adoption, the communal plans and syntheses were sent to PROMISAM staff in Bamako, and in some cases MSU staff in the US, for consistency and coherence checks. Comments were then sent back to the local level to correct any inconsistencies and incoherencies. After correction of any inconsistencies and incoherencies, the plans were posted to the CSA and PROMISAM websites and diffused through other media as well.

Table 2 shows the status of completion of the local-level plans as of March 20, 2008. A total of 601 commune-level plans, 43 regional syntheses and 6 regional syntheses were completed during the project. Apart from the region of Koulikoro, virtually all of the commune-level plans (99%) and cercle-level syntheses (98%) were completed, and regional syntheses were developed for all regions except Segou and Koulikoro. The delays in the completion of the plans in Koulikoro (and to a lesser degree, Segou) were due to the following factors:

- These were the last two regions in the country scheduled for the training and plan development; hence, the work started later there than in the other regions.
- The scheduling of the training sessions, especially in Koulikoro region, was delayed because of the 2007 elections, as explained above. Given the importance of the plans to their communes, local elected officials insisted on participating in the training and plan development, but were unavailable during the electoral campaign. PROMISAM thus had to reschedule the trainings after the elections, which effectively meant a several-month delay relative to the original timetable.
- The subsequent plan development at the local level also drew on technical assistance provided to communal councils by NGOs (the CCC agents mentioned earlier), funded under an EU-supported decentralization project. This project ended in December, 2007. While the PROMISAM-hired consultant (a local representative of the Ministry of Plan) has drafts of most of the plans, in reviewing the drafts, he identified many questions for which he needs responses from the communal councils. The lack of technical support at the CCC level has slowed the responses and hence the completion of the plans.

Although PROMISAM has officially ended, the Mali-based MSU staff is continuing to follow up with the planning agents in the Koulikoro and Segou regions to try to get the remaining plans, which will be posted to the PROMISAM and CSA websites as they become available.

Region	Commune-level Plans		Circle-Level Syntheses		Regional Syntheses	
	Completed	Remaining to Complete	Completed	Remaining to Complete	Completed	Remaining to Complete
Gao	24	0	4	0	1	0
Kayes	129	0	7	0	1	0
Kidal	11	0	4	0	1	0
Koulikoro	19	88	2	5	0	1
Mopti	108	0	8	0	1	0
Segou	111	7	6	1	0	1
Sikasso	147	0	7	0	1	0
Tombouctou	52	0	5	0	1	0
Totals	601	95	43	6	6	2
<i>Completion rate</i>	<i>86%</i>		<i>88%</i>		<i>75%</i>	
<i>Excl. Koulikoro</i>	<i>99%</i>		<i>98%</i>		<i>86%</i>	

2.1.4 Publicizing and Use of the Local Food-Security Plans

PROMISAM and the CSA took a number of actions to publicize and make available the local food-security plans to various government, donor, and NGO actors in Mali so that they could use them to target their development assistance more effectively. In addition to posting all the plans in pdf format on their websites, PROMISAM and the CSA met with the PRMC donors to inform them about the plans, conducted outreach with various NGOs, and distributed CDs of the plans at the semi-annual meetings of the National Food Security Council (CNSA), chaired by the Prime Minister. The distribution of completed plans at this venue served as a demonstration effect, leading local officials in areas where the plans were not yet completed to push for completion of the plans in their own areas. PROMISAM and the CSA are currently preparing updated CDs of all the available plans for distribution to various stakeholders, including USAID.

As a result of these actions, the local plans are increasingly being translated into action. At the level of the Government of Mali, the government and FAO agreed in 2006 that the local plans would serve as the foundation for implementing the National Food Security Program (PNSA) in terms of identifying priority villages, communes and investment priorities. This was reaffirmed by the Prime Minister at a meeting of the Conseil National de Sécurité Alimentaire in Ségou in January 2007. Examples of the use of the plans in the implementation of the PNSA include:

- In 2006, the government began implementing the PNSA in the Gao region, investing 500 million FCFA (US\$ 1 million) from the national budget in projects identified in the local food-security plans.
- In 2006, the Malian government and the Japanese International Cooperation Agency used the local plans to identify villages and sites for investment to improve local food security in the cercles of Gao, Youwarou, and Badiagara, using 750 million FCFA (US\$ 1.5 million) in Japanese counterpart funding.
- During 2007, the Malian government (through the National Food Security Council—CNSA) used the plans to identify the 1,000 most food-insecure villages in Mali (in

the regions of Gao, Kidal, Tombouctou, Kayes, and Mopti). These villages received priority investments under the PNSA during 2007.

Amongst development partners, NGOs and PVOs are increasingly using the local plans to identify where to carry out their activities and on which activities to focus. For example:

- In 2006, Catholic Relief Services (CRS) used the local plans to help design its nutrition programs (funded by USAID’s Office of Food for Peace) in the Gao region and also used them in the Mopti region to help identify areas for its seed-fair and other agricultural marketing support activities.
- The French NGO AFVP (Agence Française des Volontaires du Progrès), which is planning development interventions in the cercles of Simby and Gavinané in the area of Nioro du Sahel, contacted PROMISAM to obtain the local plans in order to plan its work better. The AFVP person in charge of the project has promised to contact all the other NGOs working in the area so that they can work together to help achieve the priorities identified in the local plans.
- ADER, an NGO focused on regional economic development, contacted PROMISAM and CSA in 2007 to obtain the local plans for the Bandiagara region to help target its activities in the region. It is also working through CCA-ONG (an NGO coordinating group in Mali) to coordinate its work with other NGOs in the region in a way that will reinforce the priorities identified in the plans.
- In 2007, a representative of the Millennium Village Project requested from the CSA the list of the 166 communes classified as the “most vulnerable” in terms of food insecurity and the local food-security plans for those communes.

2.1.5 Strengthening Mali’s Capacity to Manage Short-Term Food Crises

Although the primary focus of PROMSAM was to help Mali achieve long-term, *structural* food security, some actions, particularly during the 2004-05 food crisis, were aimed at helping to strengthen policies to deal with short-term food problems. In particular, PROMISAM worked closely with the Malian agricultural market information system (*OMA—Observatoire du Marché Agricole*) on the following actions aimed at improving the information base for: (a) short- and medium-term decision making by various market stakeholders and (b) food policy design and management:

- The development, with the Malian famine early warning system (*SAP—Système d’Alerte Précoce*) of a joint OMA-SAP *Flash* bulletin presenting their combined analysis of the latest data on the 2005 crisis.
- Improving the timeliness of the OMA’s publications, actions that have resulted in all of its planned publications now appearing on time, thereby providing timely information on the evolving food market situation to all stakeholders.
- Contributing to 30 OMA special television broadcasts on current market conditions; and
- Jointly producing with OMA five market situation bulletins (*Bulletins de conjuncture*) at critical periods in the marketing season (typically, at harvest and at the beginning of the “hungry season”) during the three years of the project.

In addition, PROMISAM staff provided critical inputs that led to the revision and subsequent adoption of the Malian government's Short-Term Crisis Response Plan. This plan not only served as the basis for dealing with the 2004/05 crisis but remains the main document to guide government action to deal with future short-term food crises.

2.1.6 Helping Frame the Debate over Future Food Security Policies in Mali: the National Food Security Seminar

In May, 2006, at the request of President Touré, the CSA organized a National Food Security Seminar to assess Mali's experience in dealing with the 2004/05 food crisis and draw implications for the design of future food policies in Mali. PROMISAM worked closely with CSA staff to help plan the agenda for the seminar, which was strategic in reaffirming Mali's commitment to the PRMC process and market-oriented approaches to encouraging food security. Prior to the conference, there was fear on the part of some observers that the government might step back from its commitment to a market-oriented approach. PROMISAM staff (K. Dème, M. Diallo, N. Dembélé, A. Traoré and J. Staatz) wrote a keynote paper for the seminar that stressed the dual and at times conflicting roles of food prices in a market economy (as a determinant of the real incomes of the poor through the prices' impact on the cost of living; and as a major source of incentives for farmers and traders to produce and invest in agriculture and the broader food system).⁵ The paper outlined short- and long-term approaches to deal with this basic food-price dilemma, which prior to this time had received insufficient attention in the policy debate. Stressing the "incentive" effect of prices in addition to their "real income" effect was influential in helping shift the debate away from "solutions" to Mali's food security problems that simply focused on trade restrictions to depress consumer prices. As noted in section 4 of this report below, dealing with this ongoing food price dilemma remains a major challenge for food policy in Mali.

2.2 Development of a Five-year National Food Security Implementation Program and Development of Capacity at the National Level for Food-Security Planning

PROMISAM also contributed to developing a five-year national program to make the SNSA operational (table 3). This program is based on a firm foundation of the local plans, and includes a monitoring system to measure impact relative to defined benchmarks. Specifically, PROMISAM:

- Contributed heavily to the CSA's work, in conjunction with the FAO, to develop the five-year *Programme National de Sécurité Alimentaire—PNSA* (available electronically at the CSA's website: <http://www.csa-mali.org/docs/PNSApostbailleurs.pdf>). This document presents the overall national food-security program, its articulation with ongoing rural development efforts of the different technical ministries and with the local plans, and spells out a strategy to mobilize the resources necessary to carry out the program. The PNSA was developed jointly with the donors and was officially adopted by the Malian government and approved by donors and civil society organizations on July 1, 2005.

⁵ Note sur la commercialisation des céréales au Mali, document de base du séminaire nationale sur la sécurité alimentaire (http://www.aec.msu.edu/fs2/mali_fd_strtgy/commercialisation-april2006.pdf).

- Worked with CSA and its other affiliates to hold the National Food Security Council (*Conseil National de Sécurité Alimentaire--CNSA*) sessions. The CNSA, whose creation was called for in the SNSA, includes key government and civil-society stakeholders and is chaired by the Prime Minister, with the mandate to set overall direction for implementation of the national strategy and to debate and approve annual food-security action plans. The SNSA also called for the Council to be supported by a Technical Committee (*comité technique de coordination des politiques de sécurité alimentaire*) that would prepare technical documents and the agenda for the CNSA. PROMISAM's country director Niama Nango Dembélé serves on that committee.

Table 3. PROMISAM Performance Indicators, 2004-2007: Objective 2—Development of a Five-Year National Food-Security Implementation Program and Development of Capacity at the National Level for Food-Security Planning	
Indicator	Performance of PROMISAM as of March, 2008
Revised 5-year Action Plan is adopted	The National Food Security Program (PNFA) was adopted by the Malian government and approved by donors and civil society organizations on July 1, 2005.
The National Food Security Council (CNSA) is operational	The Council has met twice each year from 2005 through 2007, chaired by the Prime Minister.
The Food Security Commission (CSA) develops a set of food security indicators (<i>tableau de bord</i>): <ul style="list-style-type: none"> • The list of adopted indicators is established • The baseline document is produced • Institutional arrangements are defined for the ongoing collection of indicator data. • The plan for diffusing the resulting data is developed 	<ul style="list-style-type: none"> • A set of food security indicators was adopted by the CSA in July 2005. • A table of indicators (<i>tableau de bord</i>) at the national level was produced in 2005. • The CSA assigned responsibility for the ongoing collection of indicators to its Planning and Monitoring Department (DPS). • <i>A information diffusion plan still needs to be developed by the CSA's Communication and Information Department.</i>

- Assisted the CSA in developing a set of indicators and a monitoring process to provide ongoing real-time evaluations of the food-security situation in the country and to measure the impact of specific government and civil-society food-security actions. While progress was made in this area, it was not as great as PROMISAM had originally anticipated. In July 2005, the CSA identified and adopted a set of food-security indicators to be monitored at the national level. By the end of 2005, the CSA had used these indicators to produce a table (*tableau de bord*) at the national level showing Mali's performance relative to those indicators. The CSA assigned ongoing responsibility to monitor these indicators at the national level to its Planning and Monitoring Department (DPS) and also

asked its Communication and Information Department to develop a plan for the regular diffusion of this information to key stakeholders. The DPS, however, has not regularly updated the national-level *tableau de bord* since 2006 nor put in place a structure to develop such tables at the regional or local levels. The Communication and Information Department, lacking regular updates to the indicators, has yet to develop the requested information diffusion plan.

2.3 Creation and Strengthening of a CSA Documentation Center and Strengthening the Capacity of Malian Journalists to Report on Food-Security Issues

Implementing Mali's decentralized food-security strategy requires sharing information with a broad set of stakeholders about the objectives and modalities of the national strategy, the priorities identified at the local levels, and who is doing what, where, in terms of food policy interventions and local development actions. Thus, one of the key goals of PROMISAM was to help the CSA develop a documentation center that could play this key information-gathering and diffusion role. The experience of the 2004/05 food crisis revealed, however, that it is not enough just to make basic factual information available; to foster informed public debate about critical food-security issues, it is also important to provide opinion leaders some broader information and training on basic concepts of food security. While PROMISAM was already doing this with key government officials and local-level stakeholders through its various training activities, one group that was overlooked in the initial project design was the press. Thus, USAID/Mali and PROMISAM agreed in 2005 to broaden the project's mandate to include members of the written and electronic media in various PROMISAM training sessions, with the hope of improving the quality of reporting on food security (table 4).

2.3.1 Development of a Fully Functional Documentation Center

Thanks to the joint efforts of PROMISAM and CSA, the CSA now has a fully functional, very dynamic documentation and information center, housed at the CSA. In late 2004, the CSA recruited a skilled librarian, Ibrahima Djiré, to create and run the documentation center. PROMISAM provided Mr. Djiré with computer equipment, software, and further training (e.g., in webpage design) to help him carry out his task. The documentation center has put special emphasis on collecting and compiling documentation in electronic format to share with various stakeholders and to link them with counterparts working on food security in other parts of the world. Specific achievements of PROMISAM in this area include:

- Creation of the CSA website (www.csa-mail.org). Following his training in webpage design, Mr. Djiré worked with MSU specialist Steve Longabaugh to create a very rich website for the CSA. The site includes all major Malian government documents related to food security, updates on CSA activities, links to ongoing monitoring of the food-security situation by organizations such as FEWSNET and the OMA, downloadable versions of all the local food-security plans in Mali, bibliographies developed by Mr. Djiré on food-security studies in West Africa, and numerous links to sites of others working on food-security issues in Mali and around the globe. Malian President Amadou Toumani Touré officially inaugurated the website on August 8, 2005.

Table 4. PROMISAM Performance Indicators, 2004-2007: Objective 3— Creation and Strengthening of a CSA Documentation Center and Strengthening the Capacity of Malian Journalists to Report on Food-Security Issues

Indicator	Performance of PROMISAM as of December 31, 2007
Web site for the CSA , including the documentation center	The CSA’s web site (www.csa-mali.org) is completely operational and was inaugurated by President Amadou Toumani Touré on August 8, 2005.
The documentation center exchanges documents and information with the Community Learning and Information Centers (CLICs) throughout the country	A collaborative framework has been established between the documentation center and many of the CLICs, and their respective websites have been linked to each other.
The documentation center has a list of key institutions in Mali and throughout the world working on food security policy questions	The center is currently using the Food Security and Food Policy Information Portal for Africa (http://www.aec.msu.edu/fs2/test/index.cfm), developed by the Food Security III Cooperative Agreement, as its key tool to link to food security policy expertise around the world.
The center develops a document on the information needs of various stakeholders of the CSA as well as the information diffusion methods used to reach them.	<i>The report has not yet been completed by the documentation center.</i>
Publications, information notes and radio and television programs are produced about the center and its services.	<ul style="list-style-type: none"> • Information about the center and its services are available via the CSA website. • Brochures about the CSA and the center have been produced and widely distributed.
Number of journalists trained in the concepts of food security in order to promote a better understanding and quality of reporting on food security issues	157 local radio reporters and press correspondents , from throughout the country, have participated in training sessions on the concepts of food security and their use for planning and implementing actions to improve food security.

- Linking the CSA with the USAID-supported Community Learning and Information Centers (CLICs) throughout the country. The CLICs, which provide local communities throughout Mali with access to various forms of electronic information, have signed an agreement with the CSA under which the CSA documentation center provides content on food security to the CLICs, through interlinking of their websites.
- Linking the CSA with other centers around the world working on food-security policy issues. This has been done through linking the CSA website with the *Food Security Policy and Information Portal for Africa* (www.aec.msu.edu/fs2/test), a multi-lingual tool developed by MSU under its Food Security III Cooperative Agreement. The Portal, in

turn, gives greater visibility to the CSA's documentation center and website to users accessing the Portal from around the world.

- Helping publicize the work of the CSA and the documentation center, through the publications of CSA brochures, which have been widely distributed throughout Mali. One result of this publicity effort has been a large number of inquiries received by the documentation center (particularly from students and journalists) about how to access further information.
- The production of CDs of the local food-security plans. Not all stakeholders in Mali who want copies of the local food-security plans have reliable internet access, so the documentation center has produced copies of these plans on CDs (and in some cases, hard copies) to distribute to key stakeholders, such as participants in the meetings of the National Food Security Council and the Cereals Market Reform Program (PRMC).

The one objective originally planned for the documentation center that has not yet been achieved is the carrying out of a study of the information needs of various stakeholders with respect to food security as well as their preferred methods of receiving that information. Such a study would be very useful in better targeting future outreach activities of the Center.

2.3.2 Training of Journalists

Discussion of the 2004/05 food crisis in the Malian press revealed misunderstandings of some basic concepts of food security and food policy issues. To help improve the quality of future reporting and public debate, PROMISAM offered a training workshop for members of the electronic and written press in Bamako in November 2005. Another training workshop was offered in May, 2006, through funding from CSA. For regions outside of Bamako, members of the press were invited to participate in the same 2-day training sessions offered local stakeholders as a preparation to their developing the local food-security plans. Members of the press responded very favorably to these training opportunities, and through these efforts a total of 157 reporters took part in these sessions between 2006 and 2007. The result was a noticeable increase in both the quantity and quality of reporting on food security in Mali. As a further result of the contacts made through these sessions, PROMISAM's in-country director, Niama Nango Dembélé, was also interviewed 3 times (in November 2005; May 2006; and February 2008) on Malian radio about food-security challenges facing Mali. The interviews took place in both French and local languages.

3. Administrative Closing of the Project

USAID/Mali's funding for PROMISAM ended in December 2007.⁶ As part of the administrative close-down of the project, all equipment purchased with USAID funds will be transferred to the CSA, and Michigan State University is submitting its final financial accounting to USAID. MSU's staff in Mali are continuing to interact with the CSA to obtain the remaining local food-security plans for the Koulikoro and Segou regions. The CSA's documentation center is producing CDs of all the completed local plans, which will be provided to USAID in April,

⁶ The project was awarded funding through October, 2007, and was granted a no-cost extension through December, 2007.

2008. All reports produced under PROMISAM and copies of the local development plans are available electronically on the PROMISAM website (see Appendix 1).

4. Conclusions and Remaining Challenges

USAID/Mali and MSU can be proud of what PROMISAM and its Malian partners have accomplished over the three years of the project's existence. Yet there is also cause for concern about whether the potential offered by these achievements will be fully exploited in the future. When PROMISAM began in September 2004, the government of Mali had just created the Food Security Commission in the Office of the President four months earlier; the national food-security strategy was just a document on paper, with only nascent structures at the national level and no structures at the local level to implement it; and Mali was facing its most serious food emergency in 20 years as a result of drought and locust attacks. As a result of assistance provided through PROMISAM, the country (and the young CSA) not only weathered the 2004/05 food crisis, but was successful in changing the focus of Malian food-security policy from short-term crisis management to the creation of long-term structural food security through the creation and implementation of an integrated system of local, regional and national food-security plans. These plans focus on strengthening food availability, access, utilization and stability *over the long-term* (rather than just crisis management) by increasing production, trade, incomes, and sustainable social safety nets. In just three years, Mali has gone from a situation where there was just a national food-security strategy on paper to one in which nearly every commune, cercle and region of the country has, through a participatory process, developed its own local food-security plan.

Already, these plans are beginning to be used to better target both government and development-partner investments in improving Mali's food security. But capturing the full potential of the local plans will require actions that continue over the coming years, now that PROMSAM has ended. Two specific areas of follow-up should have high-priority: (a) taking full advantage of the existence of the local-level food-security plans to coordinate donor and government action to target development assistance more effectively, mobilize resources, avoid duplication of effort, and foster cross-community learning; and (b) carrying out a series of staple-food marketing studies to understand better how the ongoing actions of the Malian government (e.g., promotion of local cereal banks; border closures) designed to deal with recurrent short-term food crises are affecting the efforts to build long-term structural food security in Mali.

4.1 Implementing and Learning from the Local Food-security Plans

Through its decentralized approach to food-security planning, Mali has launched an experiment in participatory rural development that is unprecedented in sub-Saharan Africa. This experiment offers large opportunities to learn about what does and does not work in terms of strategies to improve sustainable food security and to mobilize and target investments more efficiently. But taking advantage of the experiment will require actions that extend beyond the mandate and time of PROMISAM.

The existence of the local plans offers two fundamental opportunities to foster more successful economic growth and poverty reduction in Mali, where over 70% of the population remains in rural areas:

- By identifying locally determined and endorsed priorities to improve food security in different communities across the country, the plans represent a tool that local and national governments, donors, NGOs, and the private sector can use to coordinate their efforts, avoid duplication of effort and more effectively target resources to locally identified priorities. By reflecting local priorities, the plans should also help in the mobilization of resources, particularly at the local level, to respond to local felt needs. At the same time, the plans, by providing an initial description of conditions in the communes and cercles, establish common benchmarks against which progress can be measured.
- The plans also represent a huge opportunity for cross-community learning. Each of nearly 700 rural communes will be undertaking its own food-security actions, and undoubtedly many of them will be trying similar, yet not identical approaches, and applying them in different environments. If an adequate monitoring and evaluation system can be put in place, there is a huge opportunity for communities to learn from each other (and for government and development partners to learn as well) about what works under what circumstances and why. Developing networks for cross-community learning, exploiting tools such as rural radio, visits of leaders from one commune to another to compare similar projects, and linking this into training of students from institutions such as IPR/IFRA (Mali's college of agriculture located in Katibougou) would create opportunities to exploit more fully the potential that the CSA and USAID have created through their investment in PROMISAM. Taking advantage of the local plans will require political will, and more sensitization of NGOs, donors, and all the other actors involved in development efforts in Mali to use these plans as a coordination framework. This sensitization needs to be carried out by CSA, and USAID continue to can help with the donor community.

4.2 New Staple-Food Marketing Studies

Although the CSA, with PROMISAM's help, has made major strides in shifting the focus of government policy more towards achievement of long-term food security, the Malian government still needs to deal with recurrent short-term food crises. The most recent of these is the large increase in world food prices in 2007/08, which is translating into much higher prices for poor Malian consumers. Short-term and long-term food-security policies "intersect" in the staple-food markets. The prices of staples (chiefly cereals in Mali) are a major determinant of the welfare of the poor, explaining the desire of politicians to keep these prices low. But prices of staples are also a major incentive for Malian farmers and traders to produce and market these products; hence, there is also a desire to offer producers throughout the food system remunerative prices. These conflicting roles of food prices give rise to the famous *food price dilemma* about how to reconcile these seemingly irreconcilable aims. The long-term solution to the dilemma is to improve the efficiency of the food production and marketing system, allowing the system to provide basic staples to consumers at lower cost while still remaining profitable for the various actors throughout the system. Yet many of the current interventions to deal with

short-term price shocks, such as the promotion of cereal banks in every commune and the restrictions on food exports, work against improving efficiency in the food marketing system.

To develop more productive ways of addressing these challenges, policy makers need a better understanding of how staple-food markets operate in Mali. Unfortunately, the last systematic set of studies on staple-food marketing in Mali date from the late 1980s and early 1990s.⁷ Since that time, due to policy reforms and economic growth in Mali, markets have changed dramatically, becoming more integrated regionally and linked to new markets, such as that for animal feed and (potentially) biofuels. Yet most policy is still based on ideas drawn from the earlier studies. To give but one example, the “logic” of widely promoting cereals banks seems to be based on the view that they will sell to local populations at below-market prices during the hungry season. But with regionally integrated markets, cereals banks that do this may end up just subsidizing richer consumers across the borders in Senegal and Côte d’Ivoire, as cheap grain will flow where the effective demand is highest.

Thus, Mali needs an updated set of studies to provide an empirical base for the design of future food-security policies. These studies should focus on updating the information from the 1980s and 1990s on issues such as:

- What is the cost effectiveness of the current marketing system? What are the transfer and storage costs and margins at different levels in the marketing chain?
- What are the current directions (trade corridors) within Mali of the different flows of cereals? How are these flows linked to regional markets, and how have they been shifting due to new infrastructure development and growing demand in neighboring countries?
- What is the contribution of purchased food to the overall food consumption of rural people in the vulnerable zones? Answering this question is critical in helping policymakers see the potential importance of an open trade and marketing policy to assuring local food security.
- What is the importance of regional trade in provisioning different parts of Mali and how competitive is regional trade with regards to domestic provisioning of the different regions?
- How is the emergence of new markets for agricultural products, such as biofuels, and the planned liberalization of cotton markets, likely to affect Malian markets for staples?

With a more solid set of information on such issues, the Malian government and its development partners will be in a much stronger position to design policies that deal with short-term food insecurity in a way that strengthens, rather than weakens, long-term *structural* food security.

⁷ Copies of many of these studies are available electronically at <http://www.aec.msu.edu/fs2/scans/index.htm>.

Appendix 1: Opening Page of PROMISAM Website



PROMISAM

Projet de Mobilisation des Initiatives en Matière de Sécurité Alimentaire au Mali Project to Mobilize Food Security Initiatives in Mali



Help Topics: [Accessing Documents](#) | [Publication Series](#) | [Searching](#)

Project Overview

- Summary: Document ([English](#), [French](#)), [PowerPoint](#)
- [Building Long-Term Food Security while Managing Food Crises: Insights from Mali](#). John Staatz. Michigan State University. Presentation to USAID/AFR. July 28, 2005.
- [Project Fact Sheet](#): summarizes project approach and output.
- [Contact Information](#): in-country personnel, U.S. based backstop and collaborative institutions.
- Project Work Plans: [2004/05](#), [2005/06](#), [2006/07](#), [Sept.-December 2007](#)
- [Food Security Commission of Mali Web Site](#) : Commissariat à la Sécurité Alimentaire

Project Success Stories [Top](#)

- [Making Connections: USAID Brings Wireless Internet Connectivity to Katibougou](#). Bam! v 2 Issue 1, page 6. USAID/Mali Mission publication. 2006
- [USAID/Mali Supports Development of Local-Level Food Security Plans](#)
- [President Amadou Toumani Touré Launches Food Security Website](#)
- [Fundamental Restructuring of Mali's Approach to Food Security](#)

Development of Local Food Security Plans [Top](#)

- [Overview](#)
- [Training Materials](#)
- [Reports on Training of Trainers](#)
- [Regional Synthesis Meetings](#)
- [Plans](#)
 - [Région de Gao](#)
 - [Région de Kayes](#)
 - [Région de Kidal](#)
 - [Région de Koulikoro](#)
 - [Région de Mopti](#)
 - [Région de Ségou](#)
 - [Région de Sikasso](#)
 - [Région de Tombouctou](#)

Research Papers [Top](#)

- [Rôle de Banques de céréales dans le dispositif de stockage de céréales au Mali](#), by Niama N. DEMBELE et Salifou B. DIARRA, November 2007
- [Chutes brutales des prix des céréales improbables en ce début de campagne de commercialisation 2007/08](#). Bulletin d'analyse prospective des marchés agricoles. Octobre 2007. [English summary](#). RR#8. (CDIE reference number pending)
- [Rapport Conjoint OMA/PROMISAM Sur les Marchés Céréaliers et les Perspectives de leur évolution au cours de la soudure : Campagne 2006-2007](#). Bamako le 15 Juin 2007. [English Summary](#). RR #7. (CDIE reference number pending)

- number pending)
- [Rapport de mission conjointe OMA/PROMISAM](#). Juillet 2006. [English Summary](#). RR#6. (CDIE reference number pending)
- [De fortes baisses des prix des céréales sèches en perspectives](#). Bulletin d'analyse prospective des marchés agricoles. Novembre 2006. [English Summary](#). RR#5. (CDIE reference number pending)
- [Perspectives d'évolution des marchés céréaliers pour la période de soudure 2005/06](#). Salifou B Diarra and Niama Nango Dembele. Mai 2006. [English Summary](#) RR#4. (CDIE reference number pending)
- [Commercialisation des céréales et sécurité alimentaire au Mali](#). Marthe Diallo, Kadiatou Dème, Niama Nango Dembélé, Abdramane Traoré and John Staatz. Bamako, avril 2006. RR#2. (CDIE reference number PN-ADI-425)
- [Perspectives d'évolution des marchés céréaliers pour la campagne de commercialisation 2005/06](#). Salifou B Diarra and Niama Nango Dembele. Février 2006. [English Summary](#). RR#3. (CDIE reference number pending)
- [Options for Economic Growth in Mali through the Application of Science and Technology to Agriculture](#). Valerie Kelly, Janet Carpenter, Oumar Diall, Tom Easterling, Moctar Koné, Peter McCornick, and Mike McGahuey. April, 2005. RR#1. (CDIE reference number PN-ADI-422)
- [Options pour la croissance économique du Mali à travers l'application des sciences et technologies à l'agriculture](#). Valerie Kelly, Janet Carpenter, Oumar Diall, Tom Easterling, Moctar Koné, Peter McCornick, and Mike McGahuey. April, 2005. RR#1F. (CDIE reference number PN-ADI-423)

Technical Notes [Top](#)

- [Compte rendu de la réunion du comité technique de coordination des politiques de sécurité alimentaire](#). Bamako, le 9 mars 2005. TN#5. (CDIE reference number PN-ADI-421)
- [Perspectives d'évolution des marchés céréaliers pour la campagne de commercialisation 2005/2006](#). Salifou B. Diarra and Niama Nango Dembélé. February 2006. [English Summary](#). TN#4. (CDIE reference number pending).
- Programme de renforcement des capacités de planification des actions de sécurité alimentaire au niveau des régions, des cercles et des communes
 - [Proposal](#). (February 2005) [English Summary](#). TN#2. (CDIE reference number pending).
 - [Workshop report](#) (February 2005) [English Summary](#). TN#3. (CDIE reference number pending).
- [Proposition de méthodologie pour l'élaboration des plans de sécurité alimentaire de trois cercles test](#). October, 2004. TN#1. (CDIE reference number PN-ADI-420)

Working Papers [Top](#)

- [Plans communaux de sécurité alimentaire et leur relation avec les PDSEC, le PNSA et les Banques de céréales](#). Abdramane Traoré et Niama Nango Dembélé. PROMISAM Document de Travail no. 08-01. Bamako, janvier 2008
- [Note sur la problématique de l'approvisionnement des céréales au Mali](#). Mme Sanogo Kadiatou Dème, Niama Nango Dembélé, John Staatz, Abdramane Traoré. PROMISAM Document de travail no. 05-01, Mai 2005. WP#1. (CDIE reference number PN-ADI-424)

Two of the working papers prepared by the [PASIDMA project](#) in 2001-2002 are particularly relevant to the SNSA:

- [Réflexion sur les orientations stratégiques pour un développement économique durable au Mali](#). Niama Nango Dembélé, APCAM/MSU Document de travail no. 2. February 2002. (CDIE reference number pending)
- [Sécurité alimentaire en Afrique sub-saharienne: quelle stratégie de réalisation?](#) Niama Nango Dembélé, APCAM/MSU Document de travail no. 1. February 2001. (CDIE reference number pending). [English Summary](#).

Workshop/Conference Reports [Top](#)

- National Conference on Food Security: May 15-18, 2006
 - [Opening speech](#) by Mme. Lansry Nana Yaya Haïdara, Food Security Commissioner of Mali
 - [PROMISAM presentation on cereals marketing and food security in Mali](#)
 - [Conference Conclusions & Recommendations](#)
- [Compte rendu de l'atelier du 30 juin 2005 sur la proposition d'éléments de suivi-évaluation de la situation alimentaire au Mali](#), par Mme. Goita Marthe DIALLO

- Methodological Workshop on the Concept of Food Security held at the Commissariat à la Sécurité Alimentaire, October 21, 2004
 - Atelier méthodologique sur le concept de la sécurité alimentaire. Équipe CSA –APCAM – MSU - USAID.
 - [Powerpoint presentation](#)
 - [Report](#)

Presentations [Top](#)

- [Plans locaux de sécurité alimentaire: résultats, état d'avancement et approche méthodologique Présentation au PRMC](#). le 11 octobre 2007.
- Role of Information and Communication Tools in Food and Nutritional Security in the ACP Countries: The Experience of the Agricultural Market Information System (OMA) of Mali. Abdramane Traoré, Niama Nango Dembélé, Salifou.B.Diarra and John Staatz. Presentation to the CTA International Conference on the Role of Information Tools in Food Security. Maputo, Mozambique. November 8-12, 2004.
 - [English version](#)
 - [French version](#)

Key Trip Reports [Top](#)

- [Rapport de mission PROMISAM](#): Appui a la synthèse des plans de sécurité alimentaire pour les actions concernant les intrant agricole, formation en nutrition et banques de céréales by Valerie Kelly, Bamako Avril 2006
- [Rapport de mission au Mali par Marthe Diallo](#), de juin au août 2005
- [Mission conjointe OMA/PROMISAM de prospection des marchés céréaliers](#), 8 au 12 Avril 2005

Project Progress Reports [Top](#)

- [Annual Report, October 2006-September 2007](#) (CDIE reference number PD-ACK-407)
- [April-June 2007](#) (CDIE reference number PD-ACJ-786)
- [January-March 2007](#) (CDIE reference number PD-ACJ-649)
- [October-December 2006](#) (CDIE reference number PD-ACJ-648)
- [Annual Report, October 2005-September 2006](#): (CDIE reference number PD-ACI-930)
- [April-June 2006](#): (CDIE reference number pending)
- [January-March 2006](#): (CDIE reference number pending)
- [October-December 2005](#): (CDIE reference number pending)
- Annual Report, October 2004-September 2005:
 - [French Version](#) (CDIE reference number pending)
 - [English Version](#) (CDIE reference number pending)
- April - June 2005:
 - [French version](#) (CDIE reference number pending)
 - [English version](#) (CDIE reference number pending)
- February - March 2005 :
 - [French version](#) (CDIE reference number pending)
 - [English version](#) (CDIE reference number pending)
- October 2004 - January 2005:
 - [French version](#) (CDIE reference number pending)
 - [English version](#) (CDIE reference number pending)

Administrative Reports [Top](#)

- [For MSU and USAID Management Purposes](#) - Requires ID to enter

[Documents from earlier MSU research programs on food security in Mali and the Sahel \(1985-96\)](#)

Other Mali Food Security Documents and Web Sites [Top](#)

- [See complete list](#)

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Appendix 2: PROMISAM Local Food-Security Plan Webpage



Development of Local Food Security Plans

Help Topics: [Accessing Documents](#) | [Publication Series](#) | [Searching](#)



A major focus of PROMISAM is to help local Malian communities (communes, cercles, and régions) develop the skills to prepare their own local food-security plans, as part of the decentralized national food security strategy. PROMISAM pursues this goal through training of local trainers at the commune and cercle levels, who then work with their local communities to develop their own local food security plans.

Overview [Top](#)

- [Développement des plans locaux de sécurité alimentaire](#)
- [Approche méthodologique utilisée pour l'élaboration des plans de SA de la région de Gao](#)

Training Materials [Top](#)

- Comprendre la sécurité alimentaire: Un cadre conceptuel pour la programmation
 - Module 1: [Qu'est ce que la sécurité alimentaire ?](#)
 - Module 2: [Pourquoi s'intéresser à la sécurité alimentaire ?](#)
 - Module 3: [Comment utiliser la sécurité alimentaire comme cadre de planification ?](#)

Reports on Training of Trainers [Top](#)

- Région de Gao
 - [Rapport de la mission de formation Gao - Bourem](#), 13-27 mars 2005
 - [Rapport de la mission de formation Menaka – Ansongo](#), 28 avril au 13 mai 2005
 - [Rapport de mission de prise de contact à Gao](#) du 13 au 20 décembre 2004
- Région de Kayes
 - [Rapport de la mission de formation Kita](#), 22 au 24 août 2006
 - [Rapport de la mission de formation Bafoulabé](#), 18 au 20 août 2006
 - [Rapport de la mission de formation Diéma](#), 9 au 11 août 2006
 - [Rapport de la mission de formation Nioro](#), 5 au 7 août 2006
 - [Rapport de la mission de formation Kéniéba](#), 6 au 8 juillet 2006
 - [Rapport de la mission de formation Yélimané](#), 10 au 12 juillet 2006
 - [Rapport de la mission de formation Kayes](#), 9 au 11 juin 2006
- Région de Kidal
 - [Atelier de formation en élaboration et suivi évaluation des plans sur la sécurité alimentaire des communes des cercles de KIDAL](#), 27 - 29 mars 2007
- Région de Koulikoro
 - [Rapport de la mission de formation Koulikoro](#), 17 au 19 septembre 2007
 - [Rapport de la mission de formation Kati groupe 2](#), 19 au 21 juin 2007
 - [Rapport de la mission de formation Kati groupe 1](#), 16 au 18 juin 2007
 - [Rapport de la mission de formation Kangaba](#), 19 au 21 mai 2007
 - [Rapport de la mission de formation Dioila](#), 15 au 17 mai 2007
 - [Rapport de la mission de formation Nara](#), 3 au 5 mars 2007
 - [Rapport de la mission de formation Kolokani](#), 7 au 9 mars 2007
 - [Rapport de la mission de formation Banamba](#), 20 au 22 décembre 2006
- Région de Mopti

- [Rapport de mission d'information sur la tenue des ateliers de formation en élaboration et suivi des programmes communaux et locaux de sécurité alimentaire dans les régions de Mopti et Tombouctou](#), 12 decembre 2005
- [Rapport de la mission de formation Douentza](#), 18-20 mars 2006
- [Rapport de la mission de formation Tenenkou](#), 27-29 avril 2006
- [Rapport de la mission de formation Youwarou](#), 2-4 mai 2006
- [Rapport de la mission de formation Djenné](#), 10-11 août 2006
- [Rapport de la mission de formation Mopti](#), 14-15 août 2006
- [Rapport de la mission de formation Bandiagara](#), 25 -26 septembre 2006
- [Rapport de la mission de formation Bankass](#), 28 -29 septembre 2006
- [Rapport de la mission de formation Koro](#), octobre 2006
- Région de Ségou
 - [Rapport de la mission de formation Baraouéli](#), 14 au 16 février 2007
 - [Rapport de la mission de formation San](#), 10 au 12 février 2007
 - [Rapport de la mission de formation Tominian](#), 6 au 8 février 2007
 - [Rapport de la mission de formation Bla](#), 18 au 20 janvier 2007
 - [Rapport de la mission de formation Macina](#), 14 au 16 janvier 2007
 - [Rapport de la mission de formation Niono](#), 10 au 12 janvier 2007
 - [Rapport de la mission de formation Ségou](#), 5 au 7 décembre 2006
- Région de Sikasso
 - [Rapport de la mission de formation Kadiolo](#), 5-7 octobre 2005
 - [Rapport de la mission de formation Kolondièba](#), 1-3 octobre 2005
 - [Rapport de la mission de formation Yanfolila](#), 27-29 septembre 2005
 - [Compte rendu de la mission de prise de contact à Sikasso](#) du 10 au 14 janvier 2005
- Région de Tombouctou
 - [Rapport de mission d'information sur la tenue des ateliers de formation en élaboration et suivi des programmes communaux et locaux de sécurité alimentaire dans les régions de Mopti et Tombouctou](#) 12 decembre 2005
 - [Rapport de la mission de formation Diré](#), 7-9 février 2006
 - [Rapport de la mission de formation Goundam](#), 11-13 février 2006
 - [Rapport de la mission de formation Gourma - Rharous](#), 13-15 mars 2006
 - [Rapport de la mission de formation Niafunké](#), 3-5 février 2006
 - [Rapport de la mission de formation Tombouctou](#), 30 janvier-01 février 2006
- District de Bamako. [Rapport de l'Atelier de Formation en Elaboration et Suivi Evaluation des Programmes de Sécurité des Communes du District de Bamako](#), 18 au 19 Decembre 2007

Regional Synthesis Meetings [Top](#)

- [Agenda for Gao Meeting](#), Novembre 2005

Région de Gao			
Cercles			
Ansongo	Bourem	Gao	Ménaka
Communes			
Ansongo	Bamba	Anchawadj	Alata
Bara	Bourem	Gabero	Anderamboukane
Bourra	Taboye	Gao	Inekar
Ouattagouna	Tarkint	Gounzoureye	Menaka
Talataye	Temera	Ntillit	Tidermène
Tessit		Soni Ali Ber	
Tin-Hama		Tilemsi	

Région de Kayes						
Cercles						
Bafoulabé	Diéma	Kita	Kéniéba	Kayes	Nioro	Yélimané
Communes						
Bafoulabé	Béma	Badia	Bayé	Bangassi	Baniné Koré	Diafounou
Bamafélé	Diangounté Camara	Bendougouba	Dabia	Diamou	Diabigué	Diongaga
Diakon	Dianguirde	Benkadi Founia	Dialafara	Djélébou	Diarrah	Diafounou Gory
Diallan	Diéma	Boudofo	Dombia	Falémé	Diaye-Coura	Fanga
Diokéli	Diéoura	Bougaribaya	Faléa	Fégui	Gadiaba-Kadiei	Gory
Kontéla	Dioumara	Dindanko	Faraba	Gory Gopela	Gavinané	Guidimé
Koundian	Fassoudébé	Djidian	Guénégoré	Gouméra	Gogui	Kirané–Kaniaga
Mahina	Fatao	Djougon	Kassama	Guidimakan Kery Kafo	Guétéma	Konsiga
Niambia	Gomitradougou	Gadougou I	Kéniéba	Hawa Dembaya	Koréra Koré	Krémis
Qualia	Grouméra	Gadougou II	Kouroukoto	Karakoro	Nioro du Sahel	Marékaffo
Sidibéla	Guédébiné	Guémoucouraba	Sagalo	Kéméné Tambo	Nioro Tougounè	Soumpou
Tomora	Lakamané	Kassaro	Sitakily	Khouloum	Rangabé	Toya
	Lambidou	Kita		Kolimbiné	Sandaré	Tringa
	Madiga Sacko	Kita Nord		Koussanéi	Simby	
	Sansankidé	Kita - Ouest		Liberté Dembaya	Trougoumbé	
		Kobri		Logo	Yérééré	
		Kokofata		Maréna Diombougou	Youri	
		Kotouba		Marintoumania		
		Koulou		Sadiola		
		Kourouninkoto		Sahel		
		Madina		Samé Diongoma		
		Makono		Ségala		
		Namala Guimbala		Séro Diamounou		
		Niantanso		Somankidi		
		Saboula		Tafacirga		
		Sebékoro				
		Séfété - Nord				
		Séfété-Ouest				
		Senko				
		Sirakoro				
		Souransan Toumouto				
		Tambaga				
		Toukoto				

Région de Kidal			
Cercles			
Abeibara	Kidal	Tessalit	Tin-Essako
Communes			
Abeibara Boghassa Tinwatène	Anefif Essouk Kidal	Adjel Hoc Tessalit Tintaghène	Intedjedit Tin- Essako

Région de Koulikoro						
Cercles						
Banamba	Dioila	Kangaba	Kati	Kolokani	Koulikoro	Nara
Communes						
Banamba Boron Duguwolowula Kadi Kiban Madina Sacko Sebete Toubacoro Toukoroba	Banco Benkadi Binko Degnekorou Diebe Diedougou Diouman Dolendougou Guegneka Jekafo Kaladougou Kemekafo Kerela Kilidougou Massigui Nangola N'dlondougou N'garadougou N'golobougou Niantjila Tenindougou Wacoro Zan Coulibaly	Balan Bakama Benkadi Kaniogo Karan Maramandougou Minidian Narena Nouga Selefougou	Baguineda-camp Bamako Bancoumana Bossoufala Bougoula Commune Daban Diago Dialakoroba Dialakorodji Diedougou Dio-gare Dogodouman Dombila Doubabougou Faraba Kalabancoro Kalifabougou Kambila Kourouba Mande Moribabougou Mountougoula N'gabacoro Droit N'gouraba Niagadina Nioumamakana N'tjiba Ouelessebougou Safo Sanankoro Djitoumou Sanankoroba Sangarebougou Siby Sobra Tiakadougou- dialakoro Tiele Yelekebougou	Didieni Guihoyo Kolokani Massantola Nonkon Nossombougou Ouolodo Sagabala Sebecoro 1 Tioribougou	Dinandougou Doumba Koula Koulikoro Meguetan Nyamina Sirakorola Tienfala Tougouni	Allahina Dabo Dilly Dogofry Fallou Guéniébé Guiré Koronga Nara Niamana Ouagadou

Région de Mopti

Cercles

Bandiagara	Bankass	Djenné	Douentza	Koro	Mopti	Tenenkou	Youwarou
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Communes

Bandiagara Bara-Sara Borko Dandoli Diamnati Dogani-bere Doucombo Dorou Kendé Kendié Lowol Gueou Muetoumo Ondougou Pelou Pignari Pignari-Bana Sangha Ségué-Iré Soroly Timniri Wadouba	Bankass Baye Diallassagou Dimbal-Habé Kani-Bonzon Koulogon Lessagou-Habé Ouenkoro Ségué Sokoura Soubala Tori	Dandougou-Fakala Derary Djenné Fakala Femaye Kéwa Madiama Némabadenyakafo Niansanarie Ouro-Ali Pondori Togué-Mourari	Dallah Dangol Boré Débére Dianwely Diaptodji Douentza Gandamia Hairé Hombori Kéréna Koubewel Koundia Korarou Mondoro Petaka Tedjé	Bamba Barapireli Bondo Diankabou Dinangourou Dioungani Dougouténe I Dougouténe II Kassa Koporo-Pen Koporona Koro Madougou Pel-Maoudé Yoro Youdiou	Bassiro Borondougou Dialloubé Fatoma Konna Korombana Koubaye Kounari Mopti Ouro Modi Ouroubé Doubé Salsalbe Sio Socoura Soye	Diafarabé Diaka Diondiori Kareri Ouro-Ardo Ouro-Guiré Sougoulbé Tenenkou Togoro-Kotia Togué Combé	Bimbéré-Tama Deboye Dirma Dongo Farimaké N'Dodjiga Youwarou
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[Top](#)

Région de Ségo

Cercles

[Barouéli](#)
[Bla](#)
[Macina](#)
[Niono](#)
[San](#)
[Ségo](#)
[Tominian](#)

Communes

[Barouéli](#)
[Boidiè](#)
[Dougoufé](#)
[Gouendo](#)
[Kalaké](#)
[Konobougou](#)
[N'Gassola](#)
[Sanando](#)
[Somo](#)
[Tamani](#)
[Tésséréla](#)

[Benguènè](#)
[Bla](#)
[Diaramana](#)
[Diéna](#)
[Dougouolo](#)
[Falo](#)
[Fani](#)
[Kazangasso](#)
[Kéméni](#)
[Korodougou](#)
[Koulandougou](#)
[Niala](#)
[Samabogo](#)
[Somasso](#)
[Tiéména](#)
[Touna](#)
[Yangasso](#)

[Boky-Werè](#)
[Folomana](#)
[Kokry](#)
[Kolongo](#)
[Macina](#)
[Matomo](#)
[Monimpébougou](#)
[Saloba](#)
[Sana](#)
[Soulèye](#)
[Tongué](#)

[Diabaly](#)
[Dogofry](#)
[Kala Siguida](#)
[Marico](#)
[Nampalari](#)
[Niono](#)
[Pogo](#)
[Siribala](#)
[Sirifila Boundy](#)
[Sokolo](#)
[Toridagako](#)
[Yeredon Sagnona](#)

[Baramandougou](#)
[Dah](#)
[Diakourouna](#)
[Diéli](#)
[Djéguéna](#)
[Fion](#)
[Kagnigué](#)
[Karaba](#)
[Kassorola](#)
[Kava](#)
[Moribila](#)
[N'Goa](#)
[Niamana](#)
[Niasso](#)
[N'Torosso](#)
[Ouolon](#)
[San](#)
[Siadougou](#)
[Somo](#)
[Sy](#)
[Tinéni](#)
[Tourakolomba](#)
[Waky](#)

[Baguindadougou](#)
[Bellen](#)
[Boussin](#)
[Cinzana](#)
[Diédougou](#)
[Diganidougou](#)
[Dioro](#)
[Diouna](#)
[Dougabougou](#)
[Farako](#)
[Farakou - Massa](#)
[Fatiné](#)
[Kamiandougou](#)
[Katiéna](#)
[Konodimini](#)
[Marakala](#)
[Massa](#)
[Massala](#)
[N'Gara](#)
[N'Koumandougou](#)
[Pélengana](#)
[Sakoiba](#)
[Sama Foulala](#)
[Samènè](#)
[Sansanding](#)
[Sébougou](#)
[Segou](#)
[Sibila](#)
[Soignébourgou](#)
[Souba](#)
[Togou](#)

[Bénéna](#)
[Diora](#)
[Fangasso](#)
[Koula](#)
[Lanfiala](#)
[Mafouné](#)
[Mandiakuy](#)
[Ouan](#)
[Sanékuy](#)
[Timissa](#)
[Tominian](#)
[Yasso](#)

[Top](#)

Région de Sikasso

Cercles

[Bougouni](#)

[Kadiolo](#)

[Kolondièba](#)

[Koutiala](#)

[Sikasso](#)

[Yanfolila](#)

[Yorosso](#)

Communes

[Bladiè Tiémala](#)
[Bougouni](#)
[Danou](#)
[Debelin](#)
[Défina](#)
[Dogo](#)
[Domba](#)
[Faradiélé](#)
[Farayouaran](#)
[Garalo](#)
[Kokélé](#)
[Kola](#)
[Koumantou](#)
[Kouroulamini](#)
[Meridiela](#)
[Ouron](#)
[Sanso](#)
[Sibirila](#)
[Sido](#)
[Syentoula](#)
[Tiémala](#)
[Banimonotiè](#)
[Wola](#)
[Yinindougou](#)
[Yiridougou](#)
[Zantièbougou](#)

[Diou](#)
[Diomaténé](#)
[Fourou](#)
[Kadiolo](#)
[Kai](#)
[Loulouni](#)
[Misseni](#)
[Nimbougou](#)
[Zégou](#)

[Bougoula](#)
[Fakola](#)
[Farako](#)
[Kadiana](#)
[Kebila](#)
[Kolondièba](#)
[Kolosso](#)
[Mena](#)
[Nangalasso](#)
[N'Golodiana](#)
[Tiongui](#)
[Tousséguéla](#)

[Diédougou](#)
[Djourabougou-Kafo](#)
[Fagui](#)
[Fakolo](#)
[Gouadji Kao](#)
[Gouadji Soukouna](#)
[Kafo Faboli](#)
[Karagouna Mallé](#)
[Kapala](#)
[Koloningue](#)
[Konina](#)
[Koningué](#)
[Konséguéla](#)
[Kouniana](#)
[Koutiala](#)
[Logouana](#)
[Miéna](#)
[M'Pessoba](#)
[Nafanga](#)
[Nampé](#)
[N'Golonianasso](#)
[N'Goutjina](#)
[Niantaga](#)
[N'tossoni](#)
[Sincina](#)
[Sinkolo](#)
[Songo Doubakorè](#)
[Songoua](#)
[Sorobasso](#)
[Tao](#)
[Yognogo](#)
[Zanfigué](#)
[Zangasso](#)
[Zanina](#)
[Zébala](#)

[Benkadi](#)
[Blendio](#)
[Danderesso](#)
[Dembella](#)
[Dialakoro](#)
[Diomatènè](#)
[Dogoni](#)
[Doumananba](#)
[Fama](#)
[Farakala](#)
[Finkolo](#)
[Finkolo Ganadougou](#)
[Gongasso](#)
[Kaboila](#)
[Kafouziéla](#)
[Kapala](#)
[Kapolondougou](#)
[Karabasso](#)
[Kignan](#)
[Kléla](#)
[Kofan](#)
[Kolokoba](#)
[Koumankou](#)
[Kourouma](#)
[Kouoro](#)
[Lobougoula](#)
[Miniko](#)
[Missirikoro](#)
[Natien](#)
[Niéna](#)
[Nongon Souala](#)
[N'Tikouna](#)
[Pimperna](#)
[Sanzana](#)
[Sikasso](#)
[Sokourani Missirikoro](#)
[Tella](#)
[Tiankadi](#)
[Waténi](#)
[Zanferebougou](#)
[Zangaradougou](#)
[Zanièna](#)

[Baya](#)
[Bolofofuta](#)
[Djallon Foula](#)
[Djiguiya de Koloni](#)
[Gouanan](#)
[Gouandiaka](#)
[Koussan](#)
[Sankarani](#)
[Sere Moussa Ani Samou](#)
[Tagandougou](#)
[Wassoulou Ballé](#)
[Yallankoro Soloba](#)

[Boura](#)
[Karangana](#)
[Kiffosso I](#)
[Koumbia](#)
[Koury](#)
[Mahou](#)
[Menamba I](#)
[Ourikela](#)
[Yorosso](#)

[Top](#)

<u>Région de Tombouctou</u>				
Cercles				
<u>Diré</u>	<u>Goundam</u>	<u>Gourma-Rharous</u>	<u>Niafunké</u>	<u>Tombouctou</u>
Communes				
<u>Arham</u>	<u>Adarmalane</u>	<u>Bambara Maoundé</u>	<u>Banikane Narhawa</u>	<u>Alafia</u>
<u>Binga</u>	<u>Aljounoub</u>	<u>Banikane</u>	<u>Dianké</u>	<u>Ber</u>
<u>Bourem Sidi Amar</u>	<u>Bintagoungou</u>	<u>Gossi</u>	<u>Fittouga</u>	<u>Bourem Inaly</u>
<u>Dangha</u>	<u>Douékiré</u>	<u>Hamzakoma</u>	<u>Koumaira</u>	<u>Lafia</u>
<u>Diré</u>	<u>Doukouria</u>	<u>Haribomo</u>	<u>Léré</u>	<u>Salam</u>
<u>Garbakouira</u>	<u>Essakane</u>	<u>Inadiatafane</u>	<u>N'Gorkou</u>	<u>Tombouctou</u>
<u>Haibongo</u>	<u>Gargando</u>	<u>Ouinerdène</u>	<u>Soboundou</u>	
<u>Kirchamba</u>	<u>Goundam</u>	<u>Rharous</u>	<u>Soumpi</u>	
<u>Kondi</u>	<u>Issa Bery</u>	<u>Sérééré</u>		
<u>Saréyamou</u>	<u>Kaneye</u>			
<u>Tienkour</u>	<u>M'Bouna</u>			
<u>Tindirma</u>	<u>Raz Elma</u>			
<u>Tingueréguif</u>	<u>Télé</u>			
	<u>Tilemsi</u>			
	<u>Tin-aicha</u>			
	<u>Tonka</u>			

[Top](#)

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