



Women growers take pride in their work (HELVETAS Swiss Intercooperation)

Delegating the management of facilities to users (Mali)

Délégation de gestion des équipements aux exploitants (French)

DESCRIPCIÓN

Promote the sustainability and cost effectiveness of schemes by setting up management delegation systems that enable local authorities to entrust infrastructure owned by the territorial community to groups of local farmers.

The basic economic infrastructure is usually provided through state or decentralised-authority funding. The building phase of the project is entirely managed by the territorial community (TC). A delegation process ensures that responsibility for managing this infrastructure is transferred to beneficiary actors organised in user associations. Agreements are concluded between the TCs and communities with the aim of guaranteeing the sustainability and economic viability of facilities. This agreement makes it possible to extend the ownership of schemes beyond that of the traditional management committee model. It can also increase local tax revenues and prolong the lifespan of facilities when they are well run.

The commune is the owner of the scheme but delegates its management to a user group (an interprofessional farming committee for lowland development projects) by means of a management delegation contract. Member subscription fees and upkeep fees are paid into a bank account opened by the community. The commune has the right to oversee the administrative and financial management of the delegatee and ensures the application of access and farming rules in the scheme. Group managers regularly report on activities to other members and the commune.

The commune council undertakes the overall project management of the installation works, contributes to funding the developments, provides key guidance on farming matters, delegates the management of the infrastructure to the interprofessional committee (IPC), supports the IPC in recovering fees, and ensures the monitoring and development of the project. The rural development commission of the commune council exists within each council. Its role is to catalogue the issues actors face and propose solutions to the commune council, support cooperatives in their search for partners together with the IPC, research the land titles for schemes on behalf of the council (registration), validate the development plan, support IPC in managing conflicts between cooperatives, and carry out any other tasks that are required of it by the commune council. The interprofessional committee brings together representatives from different cooperatives, associations and groups and takes on the delegated management role. Its role is to: maintain communications between users, the town hall and partners; coordinate activities that affect several local-level cooperatives; ensure the rational use of lowland resources; secure the agreement of the different user groups on the rules for accessing and dividing up the scheme site; assess and validate the cooperatives' farming plans (individual needs analysis in terms of production capacity); monitor the use of inputs, seed and equipment obtained by the cooperatives; receive the fees collected by each cooperative from its members; manage renovation and maintenance funds; prevent conflicts of interest arising among the cooperatives. The management committee is a sub-committee within IPC and is tasked with managing water supply (opening and closing the distribution gates), carrying out small-scale maintenance and alerting the IPC to any failures to respect

LUGAR

Lugar: Sikasso region, circles of Bougouni, Kolondiéba and Yanfolila, Mali, Mali

Georreferencia de sitios seleccionados

- n.d.

Dato de inicio: 2008

Año de conclusión: n.d.

Tipo de Enfoque

- tradicional/ local
- iniciativa local reciente/ innovadora
- proyecto/ basado en un programa

the farming code. Consultancies facilitate the process, support the institutional and organisational strengthening of actors and provide training on management tools. Technical services ensure the application of technical and environmental standards and ensure sound financial management (fee collection, financial controls, delegated public procurement). The project team provides advisory support, organises users structurally and delivers training, tools, coordination and monitoring.

METAS DEL ENFOQUE Y ENTORNO FACILITADOR

Propósitos/ objetivos principales del Enfoque

The Approach focused mainly on SLM with other activities

The objective of the practice is to promote the sustainability and cost effectiveness of schemes by setting up management delegation systems that enable local authorities to entrust infrastructure owned by the territorial community to groups of local farmers.

The SLM Approach addressed the following problems: lack of infrastructure for local farmers, low sustainability and cost-effectiveness of schemes

Condiciones que facilitan la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

Condiciones que impiden la implementación de la/s Tecnología/s aplicadas bajo el Enfoque

- Conocimiento de MST, acceso a apoyo técnico:** The basic economic infrastructure is usually provided through state or decentralised-authority funding. Treatment through the SLM Approach: A delegation process ensures that responsibility for managing this infrastructure is transferred to beneficiary actors organised in user associations with the aim of guaranteeing the sustainability and economic viability of facilities.

PARTICIPACIÓN Y ROLES DE LAS PARTES INTERESADAS INVOLUCRADAS

Partes interesadas involucradas en el Enfoque y sus roles

¿Qué partes interesadas/ entidades implementadoras estuvieron involucradas en el Enfoque?	Especifique las partes interesadas	Describa los roles de las partes interesadas
usuarios locales de tierras/ comunidades locales		
especialistas MST/consejeros agrícolas		
gobierno local		
gobierno nacional (planificadores, autoridades)		

Involucramiento de los usuarios locales de tierras/ comunidades locales en las distintas fases del Enfoque

	ninguno	pasivo	apoyo externo	interactivo	auto-movilización
iniciación/ motivación				✓	
planificación				✓	
implementación				✓	
monitoreo y evaluación				✓	
Research	✓				

Flujograma

The measure relies on the direct actors shown in the diagram, who are supported by other stakeholders. From the start of installation works, the commune supports the project in setting up a management system. Installation works are co-funded by the technical and financial partners (TFP), communes and beneficiary villages. It must nevertheless be highlighted that the infrastructure remains the property of the commune and beneficiaries must pay a fee for its upkeep. The commune selects the consultancy (project manager) and chooses the contractor. The commune also Monitors scheme installation and accepts works. A second consultancy is tasked with giving producers guidance on farming and management techniques. The different user groups (market gardeners/planters, women rice growers, livestock farmers, etc.) are formed into interprofessional committees or farming committees. The commune draws up the draft delegated management contract with the interprofessional committee or the cooperative. To this end, it evaluates the potential of the resources that can be mobilised and discusses with its partners the rules for farming the scheme and the methods for its maintenance and repair. Following this, the contract is signed.



La toma de decisiones en la selección de Tecnología MST

Las decisiones fueron tomadas por

- ☐ solamente usuarios de tierras (autoiniciativa)
- ☒ principalmente usuarios de tierras con el apoyo de especialistas MST
- ☐ todos los actores relevantes, como parte de un enfoque participativo
- ☐ principalmente por especialistas MST en consulta con usuarios de tierras
- ☐ solo por especialistas MST
- ☐ por políticos/ líderes

La toma de decisiones se basa en

- ☐ la evaluación de conocimiento MST bien documentado (la toma de decisiones se basa en evidencia)
- ☐ hallazgos de investigaciones
- ☐ la experiencia personal y opiniones (no documentadas)

APOYO TÉCNICO, FORTALECIMIENTO INSTITUCIONAL Y GESTIÓN DEL CONOCIMIENTO

Las siguientes actividades o servicios fueron parte del enfoque

- ☐ Construcción de capacidades / capacitación
- ☒ Servicio de asesoría
- ☒ Fortalecimiento institucional (desarrollo institucional)
- ☒ Monitoreo y evaluación
- ☒ Investigación

Servicio de asesoría

Se proporcionó servicio de asesoría

Advisory service is quite adequate to ensure the continuation of land conservation activities; Setting up this system requires ongoing support for two to five years to allow beneficiaries to take ownership of the scheme.

- ☐ en los campos de los usuarios de tierras
- ☒ en centros permanentes

Fortalecimiento institucional

Se fortalecieron/ establecieron instituciones

en el siguiente nivel

- ☐ no
- ☐ sí, un poco
- ☒ sí, moderadamente
- ☐ sí, mucho

- ☒ local
- ☐ regional
- ☐ nacional

Describe la institución, los roles y las responsabilidades, miembros, etc.

Tipo de apoyo

- ☒ financiero
- ☐ construcción de capacidades/ entrenamiento
- ☐ equipo

Detalles adicionales

Monitoreo y evaluación

technical aspects were ad hoc monitored by project staff, land users through observations socio-cultural aspects were ad hoc monitored by project staff, land users through observations economic / production aspects were ad hoc monitored by project staff, land users through measurements There were no changes in the Approach as a result of monitoring and evaluation There were no changes in the Technology as a result of monitoring and evaluation

Investigación

La investigación trató los siguientes temas

- ☒ sociología
- ☒ economía/ marketing
- ☒ ecología
- ☒ tecnología

FINANCIAMIENTO Y APOYO MATERIAL EXTERNO

Presupuesto anual en dólares americanos para el componente MST

- ☐ < 2,000
 - ☐ 2,000-10,000
 - ☐ 10,000-100,000
 - ☐ 100,000-1,000,000
 - ☐ > 1,000,000
- Precise annual budget: n.d.

Approach costs were met by the following donors: private sector (technical and financial partners (TFP)): 85.0%; local government (district, county, municipality, village etc) (commune): 10.0%; local community / land user(s) (village): 5.0%

Los siguientes servicios o incentivos fueron proporcionados a los usuarios de las tierras

- ☒ Apoyo financiero/material proporcionado a los usuarios de tierras
- ☐ Subsidios para insumos específicos
- ☐ Crédito
- ☐ Otros incentivos o instrumentos

Apoyo financiero/material proporcionado a los usuarios de tierras

Installation works are co-funded by the technical and financial partners (TFP), communes and beneficiary villages. In small-scale irrigation projects, for example, the project provides up to 85% of the funds; the village 5% and the commune 10%. The beneficiaries contribute either in-kind or financially.

ANÁLISIS DE IMPACTO Y COMENTARIOS DE CONCLUSIÓN

Impactos del Enfoque

¿El Enfoque ayudó a los usuarios de tierras a implementar y mantener Tecnologías MST?
Consensually agreed farming codes and rules are instituted and monitored. Agreements are concluded between the TCs and communities with the aim of guaranteeing the sustainability and economic viability of facilities.

No
Sí, un poco
☒ Sí, moderadamente
Sí, mucho

¿El Enfoque empoderó a grupos en desventaja social y económica?

☒

Did other land users / projects adopt the Approach?

☒

The system was first initiated and developed at 34 commercial infrastructure trade fairs. Today, it involves 15 farming sites. The practice has been applied since 2008.

Motivación principal del usuario de la tierra para implementar MST

- ☒ producción incrementada
- ☒ incremento de la renta(bilidad), proporción mejorada de costo-beneficio
- ☐ reducción de la degradación de la tierra
- ☐ reducción del riesgo de desastres naturales
- ☐ carga de trabajo reducida
- ☐ pagos/ subsidios
- ☐ reglas y reglamentos (multas)/ aplicación
- ☐ prestigio, presión social/ cohesión social
- ☐ afiliación al movimiento/ proyecto/ grupo/ redes
- ☐ conciencia medioambiental
- ☐ costumbres y creencias, moral
- ☐ conocimiento y capacidades mejorados de MST
- ☐ mejoramiento estético
- ☐ mitigación de conflicto

Sostenibilidad de las actividades del Enfoque

¿Pueden los usuarios de tierras sostener lo que se implementó mediante el Enfoque (sin apoyo externo)?

- ☐ no
- ☐ sí
- ☒ incierto

CONCLUSIONES Y LECCIONES APRENDIDAS

Fortalezas: perspectiva del usuario de tierras

Fortalezas: punto de vista del compilador o de otra persona
recurso clave

- Many repairs are already being handled by the delegated management structures. These structures ensure that the consensually agreed rules are appropriately applied. A new kind of partnership has been created between the local authorities and village communities.
- It can increase local tax revenues and prolong the lifespan of facilities when they are well run.
 How to sustain/ enhance this strength: The commune authorities must be willing to promote transparency in communications on works procurement and accept requests for clarification (public audits). The community must have leaders in place who are prepared to lead frank public discussions among key players that are also courteous and respectful. This also applies to the management committee. Monitoring and evaluation of the delegation contract is essential between the commune and platform. It is important to undertake an annual review, the conclusions of which will also be shared with the wider community. To do this, the management committee must be in a position to draw up a balance sheet. The village must be prepared to contribute (with their labour or funds) towards installing the scheme, prior to registering it in the PDESC.
 It is essential to remove any ambiguity from bylaws for the scheme belonging to the commune. If it is true that actors rarely challenge the old, established rules for accessing rice growing sites, the same cannot be said for market gardens, where the plot allocation rules fall easily into place. Growers must pay the amounts/fees agreed with the commune.)
- Subscription fees are collected more easily: 84% of members pay their subscription fees for the area in question. Consensually agreed farming codes and rules are instituted and monitored. In the Bougouni area, 552 hectares are being farmed by 1,671 rice growers, 80% of whom are women. Production has increased for 70% of growers. The principle of a maintenance fund has been accepted and is now operational, with deposits ranging from 75,000 to 300,000 CFA francs per year.

Debilidades/ desventajas/ riesgos: perspectiva del usuario de tierras
cómo sobreponerse

Debilidades/ desventajas/ riesgos: punto de vista del compilador o de otra persona
recurso clave
cómo sobreponerse

REFERENCIAS

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Proyecto

- n.d.

Referencias claves

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