

About PRISE

In February 2018, IED Afrique organised a meeting with BOS/PSE as part of the production of its PRISE Senegal synthesis research. The main objective of the meeting was to explore the interest and availability of the Office of the Operationalisation and Monitoring (BOS) of Plan Senegal Emergent (PSE) to co-organise a workshop to reflect on concrete action to be taken to align the PSE and local development in a context of change climate. One of the main result of the meeting was that the BOS/PSE asked IED Afrique for methodological support on key issues including the consideration of climate scenarios in national policies, and the development of participatory methodologies for more effective engagement with communities in the implementation of the PSE.

PRISE research targets semi-arid areas in eight countries: Burkina Faso, Senegal, Kenya, Tanzania, Ethiopia, Pakistan, Kyrgyzstan and Tajikistan. The PRISE member organisations are: Overseas Development Institute (lead), and Grantham Research Institute on Climate Change and the Environment (GRI) at the London School of Economics and Political Science in the UK, Innovation Environnement Développement (IED) en Afrique in Senegal, and the Sustainable Development Policy Institute (SDPI) in Pakistan, with country research partners: Kenya Markets Trust (KMT) in Kenya, Mountain Societies Research Institute (MSRI) at the University of Central Asia in Kyrgyzstan, Regional Environment Centre for Central Asia (CAREC) in Tajikistan and the University of Ouagadougou (UO) in Burkina Faso.

Context

In its desire to better address people's concern and desires while building on inclusive and sustainable growth, the Government of Senegal has decided to adopt a new development model to accelerate its progress towards growth and development. This strategy, known as the [Plan Senegal Emergent \(PSE\)](#), is the framework of reference for the country's economic and social policy in the medium and long term¹.

This new political orientation towards the socio-economic development of territories places local authorities, especially municipalities, at the heart of the process. In practice, however, the government still has difficulty ensuring alignment between decisions and strategies made and implemented at the national level, and local development plans (PDC) spurred from the ground. In addition to this, climate change poses serious challenges to economic growth, necessitating adaptation and resilience-building actions at local level.

Making change

Today, under the leadership of the PRISE team at [Innovations Environnement Développement en Afrique \(IED Afrique\)](#) - and with the support of local elected government officials - this situation is changing. Several municipalities (Ndiob, Dianke Souf, Baba Garage, Gagnick, Keur Madiabel and Nganda) are developing local development plans that integrate the strategic direction envisaged in the PSE and the climate change dimension.

¹ Plan Senegal Emergent (PSE) is Senegal national reference policy document which stands as the action plan for the implementation of the Senegal Vision 2035. Find out more on <http://www.presidence.sn/en/pse/emergence-senegal>

Khalil Rahmane Ndiaye is a project manager at the Operational Office for the Monitoring of the Senegal Emerging Plan (BOS/PSE). The BOS/PSE is responsible for monitoring the implementation of PSE's flagship projects and reforms in collaboration with ministerial departments and other national and local institutions and bodies involved in the PSE.

In March 2018, Mr Ndiaye joined 30 other key stakeholders to participate in a [workshop](#) organised by IED Afrique, in Toubab Dialaw (Dakar region), that focused on developing a roadmap of practical steps that national- and local-level policy- and decision-makers can take to align the PSE with local development plans, and integrate actions aimed at building people's resilience to climate change.

"The workshop has not only provided an opportunity to exchange views on the orientations and initial results achieved in the implementation of the PSE, but also served as a safe space for dialogue and analysis on how we can, in a context of climate change, avoid disconnection between national and local planning scales" he said at the end of the workshop.



Source: PRISE/IED Afrique - Stakeholders workshop jointly organized with BOS/PSE and UAEL to reflect on the alignment between PSE and local development in a context of climate resilience. August 2018

The importance of local-national alignment to achieve Senegal's development objectives

Partly as a result of IED Afrique's engagement with the Government of Senegal, addressing the challenge of aligning local development plans (PDC) with the PSE, and integrating climate resilience, has now become a development priority issue for the government. Through its PSE, Senegal has focused on the development of agriculture, considering its large contribution to Senegal's GDP and employment², in order to significantly improve people's living conditions. However, the impact of climate change is felt most in agriculture.

Historically, development and adaptation policies decided at central level have not informed, or been informed by, policies and plans at the local level. This has mainly been due to a lack of communication of national policies to local-level decision makers, the weak technical capacities of local actors to implement national strategies and a transfer of responsibilities - for the management of some sectors such health and education - from central government to local authorities without local authorities being given the financial or human resources to implement these new responsibilities³.

² World Bank studies shows that in Senegal, agriculture contributes up to 15.4 % of Senegal GDP. <https://donnees.banquemondiale.org/indicateur/NV.AGR.TOTL.ZS?locations=SN>

³ Since becoming independent, Senegal has opted for a progressive and prudent decentralization policy, which underwent a qualitative evolution in 1997 and more recently in 2013 with Act III of decentralization, aimed at strengthening the powers of local councils and promoting greater participation of the population in the management of local affairs. Since Law 96-07 of 22 March 1996, nine specific areas of competence have been transferred to local authorities: (i) agricultural land, (ii) environment and natural resource management, (iii) health, population and social action, (iv) youth, sports and leisure, (v) culture, (vi) education, vocational training, literacy and promotion of national languages, (vii) planning, (viii) spatial planning and (ix) urban planning and housing.

Paving the way for change

One of the first steps taken to decentralise development plans and policies was initiated in 2013 and under Act III of decentralisation, which aims to set up viable and competitive territories that promote sustainable development.

Significant innovations were introduced by Act III of decentralisation, such as the creation of territorial poles, a new basis for sustainable development and the influence of territories. Nevertheless, there were still limitations in the application of national policy guidelines at the local level. When we asked elected officials about their view of decentralization, they continue to mention the disconnect between the different levels of decision-making, with the central level always under fire because of its inability to bridge the gap between the local and national levels.

Over the last three years, PRISE researchers have produced evidence on the territorialisation of development and climate change strategies. Lessons learned from research recommended that to strengthen local governance and increase the effective engagement of municipalities and communities in the implementation of national policies such as the PSE, the Senegalese government should develop participatory methodologies and involve local officials in the reflection process.

In a clear sign of Senegal government's interest in PRISE findings, the BOS/PSE director, Ibrahima Wade, invited IED Afrique researchers to a meeting in Dakar in February 2018 to discuss opportunities for IED-PRISE to partner with the Government of Senegal to develop a roadmap to test how to better align local development plans and the PSE in some selected municipalities.

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Source: PRISE Outcome Mapping Platform, February 2018



Source: PRISE/IED Afrique - Field trip in the municipality of Nganda.

August 2018

⁴ <https://slideplayer.fr/slide/3321785/>

⁵ <http://iedafrique.org/Gouvernance-transfrontaliere-du-changement-climatique-dans-les-regions-semi.html>

⁶ Find out more about Outcome mapping methodology on We need a definition of Outcome Mapping here: <https://www.outcomemapping.ca/>

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Taking action

The first step involved PRISE and BOS/PSE creating a task force of different stakeholders to set up a practical methodology to analyse the level of integration of development priorities and approaches outlined in the PSE into current local development plans, and to develop tools to better align local development plans to the PSE. The task force included representatives from UAEL (Union des Associations d'Elus locaux), mayors, National programme for local development (PNDL), BOS/PSE, DADL and IED Afrique. Key resource persons with experience in decentralisation and PDC development plan were also invited to join the task force. In March 2018, the taskforce held its first meeting in Toubab Dialaw.

Oumar Ba, Mayor of Ndiob and President of the Association of green cities, said: "Through an inclusive approach, mayors have the opportunity to actively participate in this reflection. We have a strong desire to improve decentralisation, but we need to be advised and supported. This type of task force is truly an opportunity to work together and focus on themes that directly concern us."

As a second step, IED Afrique organised and led two exploratory field trips in August 2018 to the six selected municipalities of Ndiob, Dianke Souf, Baba Garage, Gagnick, Keur Madiabel and Nganda to discuss local planning with key stakeholders and identify synergies to create better alignment of decentralised local development plans with the PSE. Key findings and learnings from this exploratory field trip were collated in a report, to be submitted to the task force for approval.



Source: PRISE/IED Afrique - Methodological workshop at IED Afrique office with member of the task force.

July 2018

Looking ahead

Thanks to the support of IED Afrique, the task force has learned important lessons as a result of this process. For example, the experimentation process revealed that the success of attempts to align local development plans (PDC) with the PSE will depend on building the capacity of elected representatives in municipalities and local actors involved in the territorial planning process, and on how to use a new, harmonised planning guide, which integrates dimensions such as climate change. They will also need support from the BOS/PSE to better understand the PSE vision, objectives and key projects.

The IED Afrique/PRISE research team that worked with the task force described significant changes in the attitudes of most of the mayors and the BOS/PSE towards cooperation between the local and national levels.

"We are currently engaged in the process of formulating the PSE second Operational Action Plan which will cover the period 2019 – 2023. There is no doubt that the results of the work being implemented by IED Afrique and the task force to develop a methodology to facilitate the alignment between local level planning systems and national strategies will be carefully exploited by the public authorities," said. Ibrahima Diagne from the BOS/PSE.

By October 2018, IED Afrique had signed three partnership agreements with three pilot municipalities - in Diawara, Dianke Souf and Ndiob - to test the formulation of a new generation of local development plans, which are more sensitive to the climate change dimension and integrate the policies and approaches of the PSE.



Source: PRISE/IED Afrique - Workshop with stakeholders in Toubab Dialaw. December 2018

"In the municipalities, mayors are the main actors in charge of the development and implementation of local development plans. They work in collaboration with regional development agencies, which are the state technical hand. Over the last 6 months (May to October), PRISE researchers and IED Afrique have increased their engagement with mayors in several municipalities located in PRISE research sites. The main objective was, based on PRISE findings, to build the capacities of mayors about climate change and the territorialisation of national policy issues, which today represent two key challenges for the resilience of local economies. In October, as a result of requests from mayors, IED Afrique has signed Memoranda of Understanding (MoUs) with three municipalities in semi-arid areas to advise these municipalities in the drafting and implementation of a new generation of local development plans (PDC) which take into account climate change, migration, nutrition and the gender dimension, as well as key priorities identified in Senegal Emergent Plan. In November 2018, mayors in the three selected municipalities will work together with their regional development agency and in partnership with IED Afrique in the development of their new PDCs."

Source: PRISE OM Platform, 2018

Pathways to Resilience in Semi-Arid Economies (PRISE) is a five-year, multi-country research project that generates new knowledge about how economic development in semi-arid regions can be made more equitable and resilient to climate change. PRISE aims to strengthen the commitment of decision-makers in local and national governments, businesses and trade bodies to rapid, inclusive and resilient development in these regions. It does so by deepening their understanding of the threats and opportunities that semi-arid economies face in relation to climate change.

Where we work: Senegal, Burkina Faso, Kenya, Tanzania, Ethiopia, Pakistan, Tajikistan and Kyrgyzstan.

Member organisations: Overseas Development Institute, UK (lead organisation); Grantham Research Institute for Climate Change and the Environment, UK; Innovation Environnement Développement en Afrique, Senegal; Sustainable Development Policy Institute, Pakistan.

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PRISE research projects:

Research area 1: Migration futures in Asia and Africa: climate change and climate-resilient economic development.

Research area 2: Migration, remittances, adaptation and resilience in arid and semi-arid regions of Senegal and Tajikistan.

Research area 3: Harnessing opportunities for climate-resilient economic development in semi-arid lands: adaptation options in key sectors.

Research area 4: Enabling environment for private sector/ multi-stakeholder action to strengthen resilience to climate change.

Research area 5: Property rights, investments and economic development in the context of climate change in semi-arid lands.

Research area 6, Part 1: Cross-boundary multi-scale governance of semi-arid lands: Implications for climate resilience and economic development.

Research area 6, Part 2: Resilience to climate-related shocks and stressors in Kyrgyzstan: developing resilience indicators to predict well-being.

Research area 7: Water governance in semi-arid lands: political and economic insights for the management of variability and extremes in a changing climate.

The authors of this Story of Change are:

Lancelot Soumelong Rhode, Mamadou Diop, Rajeshree Sisodia and Kaia Ambrose.

This work was carried out under the Collaborative Adaptation Research Initiative in Africa and Asia (CARIAA), with financial support from the UK Government's Department for International Development (DfID) and the International Development Research Centre (IDRC), Canada. The views expressed in this work are those of the creators and do not necessarily represent those of DfID and IDRC or its Board of Governors.



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