Preparing the Next Generation of Agricultural Entrepreneurs in Mali:
A Capacity-Building Partnership between Michigan State University and the
University of Mali’s Faculty of Agriculture (IPR/IFRA)

Executive Summary

MSU and IPR/IFRA will work together to strengthen IPR/IFRA’s post-high-school two-year program in agricultural technology (“BAC + 2”), designed to educate a new generation of Malian farmers and agro-entrepreneurs, scientifically trained and attuned to a market economy. The program is critical to achieving the Malian government’s and USAID/Mali’s strategic objectives of stimulating broad-based agricultural growth and productive employment for Mali’s burgeoning labor force.

The project will strengthen linkages between the IPR/IFRA, NGOs and the private sector, thereby generating support for the program and internship opportunities for students; enhance curriculum and extra-curricular learning opportunities; strengthen the management skills of the IPR/IFRA staff; and establish an agenda of, and generate support for, applied research that will support the BAC+2 program. These objectives will be achieved through (a) MSU faculty and other specialists traveling to Mali to work with IPR/IFRA colleagues on curriculum design, development of teaching materials, and collaborative research proposals; (b) two IPR/IFRA faculty spending a month at MSU “shadowing” MSU’s Agricultural Technology program, which has similar objectives to BAC +2; (c) creating a local advisory panel for the BAC+2 program; and (d) developing effective plans for marketing the BAC+2 program to potential students and employers.

The ALO grant will leverage complementary resources from ongoing MSU activities in Mali on agricultural research, market information systems, and computer training, thereby providing a very high payoff to the ALO investment.
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Mali’s Development Needs and USAID Interests

On 22 October 2002, in an open letter to the Prime Minister, newly elected Malian President Amadou Toumani Touré outlined the broad themes of his national development strategy. Organized around three major thrusts – “development of the rural sector, investments in human resources, and a renewal of national politics and governance” – the details of President Touré’s vision single out the need for major investments in the country’s agricultural sector as the motor of the national economy, and link this with the need for increased investments in training the country’s youth (two-thirds of Mali’s population are under 25 years of age). A key factor in helping Mali to meet these twin development goals will be the creation of a new generation of agro-entrepreneurs – young people who have the literacy and numeracy skills necessary for becoming professionally engaged in agricultural production, processing and marketing, and who see agriculture as an area of opportunity, rather than something to flee.

Over the past 15 years, Mali, with USAID support, has put in place many of the elements needed to stimulate agricultural growth: policy reforms, new technologies, political decentralization, and strengthened farmer organizations. In addition, the University of Mali became operational in 1996, bringing together several existing institutes and colleges within a single structure, including the Institut Polytechnique Rural et de Recherche Appliquée (IPR/IFRA), one of the oldest and most important centers of agricultural training in West Africa. Among the degree programs offered by the IPR/IFRA is a newly restructured, two-year, post-
high-school-baccalaureate technical certificate program (“BAC+2”), which is oriented towards preparing high school graduates and former civil servants for careers in agricultural businesses (including commercial farming).\(^1\) The redesigned program offers certificates in seven areas: food and industrial crop production, plant improvement and seed production, horticulture, poultry, meat production, management of forest and fresh-water fish resources, and rural hydrological improvement. In addition, students in all programs take cross-cutting courses in socio-economics, including agricultural economics.

While the restructured BAC+2 program has been operational for three years, enrollment has fallen short of expectations. IPR/IFRA faculty have identified the areas of improved teaching materials, stronger linkages with the private sector, and applied research experiences for students as being among their priorities for improving the attractiveness and quality of services offered through the BAC+2 program. As those elements are put in place, IPR/IFRA plans to launch efforts to market the program more effectively to recent high-school graduates.

To help refine and strengthen the BAC+2 program, IPR/IFRA has requested the assistance of Michigan State University (MSU). MSU is unique among US universities in its breadth of capacity building programs in francophone Africa, an in particular, MSU faculty members have a long history of involvement in development activities in Mali and are presently engaged in a number of important development programs in the country. Consequently, support of the current effort to strengthen the BAC+2 program could leverage a wide range of complementary resources from these other areas of existing collaboration. Specifically:

\(^1\) Although IPR/IFRA had offered a two-year certificate program for many years (in addition to its 5-year degree program in agricultural sciences), until 1998 the two-year program was oriented largely towards training government extension agents. Mali’s economic reforms of the 1980s and 1990s, however, greatly reduced the demand for government employees but at the same time created new demands for well-trained agriculturalists who knew how to operate in a market economy. IPR/IFRA, after studying these changes in the labor market, redesigned its 2-year program to respond to this new market demand.
Research by MSU and Malian colleagues on agricultural marketing and market information systems (supported by USAID/Mali) could feed into the development of new teaching materials, and help track emerging areas of potential employment;

MSU’s strong ties to the Malian Chamber of Agriculture and Chamber of Commerce and Industry could facilitate the creation of internship opportunities for students in key agricultural-based industries;

The USAID-funded MATRIX project, managed by MSU, is working with the University of Mali to improve internet access for all the campuses, including IRP/IFRA, which will improve access to teaching and other business support material;

MSU’s longstanding and broad commitment to Mali will help facilitate widespread faculty participation in support of the IPR/IFRA program.

Important first steps in establishing formal institutional relationships between MSU and IRP/IFRA have already taken place. Following reciprocal visits between chief spokespersons of the two institutions, including a visit to MSU by the former President of Mali, Alpha Oumar Konaré in 1998 and the rector of the University of Mali in 1999, and a visit to Mali by MSU President Peter McPherson in 2002, the USAID/Mali Mission contributed funds that enabled a group of six IPR/IFRA faculty to visit Michigan State University for one week in May 2002 to discuss plans with their MSU counterparts. The IPR/IFRA delegation, which included the Director and all the department heads, met with over 50 MSU faculty members in individual or small-group meetings to discuss possible future collaboration. These discussions resulted in the identification of several key areas of collaboration, around which the present proposal to strengthen the BAC+2 program is based. These include: curriculum development; creation of professional internship opportunities; strengthening the support to young agro-entrepreneur graduates via the IPR/IFRA Center for Continuing Education; development of a collaborative
applied research agenda to support the teaching programs; and development of a draft institutional development plan, outlining how the program and its staff needs will evolve over the next 5-10 years.

The overall similarities between the IPR/IFRA BAC+2 program and MSU’s two-year Agricultural Technology degree program, which has over 100 years of experience and is also designed to prepare high school graduates for careers in agricultural businesses, offer the general orientation for discussing partnership activities between the two institutions. In addition, MSU’s support of another highly successful, University-based, professional training and outreach program in Rwanda, the PEARL project, offers another set of valuable lessons for generating positive impacts in Mali. Ultimately, drawing upon the experience of MSU’s AgTech Program, the widespread interest of MSU faculty in collaborating with their Malian colleagues, and the lessons learned in the Rwanda PEARL project\(^2\), we anticipate that the MSU-IPR/IFRA partnership will enable the BAC+2 program to become an important mechanism for improved university-private sector relations in Mali, as well as serving as the major hub, through the Center for Continued Education, for supporting self-employment ventures and the professional development needs of its graduates.

The activities envisioned for the MSU-IPR/IFRA partnership grant fit squarely within USAID’s global commitment of “supporting the people of developing and transitional countries in their efforts to achieve enduring economic and social progress,” as well as the Agency’s specific goals of supporting “broad-based economic growth and agricultural development,” and “building human capacity through education and training.” The planned partnership activities are also clearly targeted by the Strategic Objectives (SO) of the USAID/Mali Mission, including:

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\(^2\) A Partnership for Enhancing Agriculture in Rwanda through Linkages (PEARL) is an USAID funded program aimed at building human and institutional capacity in the National University of Rwanda faculty of Agriculture and in other agricultural institutions in Rwanda.
SO1 -- Improved Social and Economic Behavior Among Youth, through education services and skill acquisition; and SO2 -- Sustainable Economic Growth, through the expansion of market-oriented agricultural production, processing and trade. In addition, USAID has recently chosen Mali as one of the three first target countries (along with Uganda and Mozambique) for the new Agricultural Initiative to Cut Hunger in Africa (AICHA). AICHA is aimed at strengthening agriculture as an engine of broad-based economic growth and employment generation through investment in technology development, training, and outreach. Finally, each of the objectives proposed by this grant application fall fully within the strategic themes of “agriculture and the environment” and “workforce development,” targeted by the current round of ALO Requests for Application.

**Partnership Objectives and Activities**

In responding to Mali’s national development priorities, the overall goals of USAID, strategic objectives of the USAID/Mali Mission, and the critical needs of the IPR/IFRA, the partnership grant proposal presented here focuses on strengthening the human resource development capacity of IPR/IFRA. The specific activities supported by this grant will create stronger linkages between the IPR/IFRA and the private sector, enhance professional skill levels among IPR/IFRA faculty and administrators, assist in areas of curriculum and non-curricular program development, and advance progress in applied research themes on key problems within the agricultural sector. By targeting the growing opportunities within the agricultural sector, the underlying goal of this partnership is to establish a highly effective education and training program to help generate real employment opportunities for the country’s growing youth population -- Mali’s next generation of agricultural entrepreneurs.

A guiding principle of the activities proposed is one of operational sustainability through leveraging of funds from parallel activities and looking to the future for follow-on activities.
through grant proposal development with IPR/IFRA. Partnership activities are organized under
the following four objectives:

- **Strengthen linkages between the IPR/IFRA, civil society and the workplace;**
- **Enhance and develop curriculum and extra-curricular learning opportunities;**
- **Strengthen the knowledge and skills of the IPR/IFRA academic and administrative human resource staff;**
- **Establish an agenda of, and generate support for, applied collaborative agricultural research initiatives that will feed into the BAC+2 program.**

*Objective 1: Establish linkages between the IPR/IFRA, civil society and the workplace.*

Experience shows that one of the most effective ways of building a high degree of relevance between the content of university degree programs, the needs of society and the interests of specific beneficiary groups is through the creation of open and enduring lines of communication between the various stakeholders. Building upon this principle, the MSU-IPR/IFRA partnership has planned three activities to help establish and sustain close working relationships between the IPR/IFRA and those who need, and stand to benefit most from, the Institute’s services. Planned activities include holding a Stakeholder’s Workshop, to increase awareness and gain input from the program’s main clientele groups: high school graduates, key private sector industries, NGOs relevant government services (e.g. representatives of the Chambers of Agriculture and Commerce and Industry, and the Market Information System) and other potential employers. The partnership will also establish an Advisory Panel, comprised of representatives from the principal stakeholder groups, to help guide IPR/IFRA program development, as well as to establish a point of IPR/IFRA-stakeholder accountability across each of the thematic areas within the BAC+2 program. Finally, the partnership will support the elaboration of a Marketing Plan, to
increase public awareness of the program among potential students and employers, and to help meet recruitment goals.

*Objective 2: Enhance and develop curriculum and extra-curricular learning opportunities.* The reinforcing themes of the Land Grant mission -- education, outreach and research -- resonated deeply with the IPR/IFRA delegation during their visit to MSU. The IPR/IFRA faculty have already taken an immensely important first step in building the BAC+2 program around six thematic areas, identified through a thorough survey of private sector agricultural enterprise needs and opportunities. To help realize this potential, the IPR/IFRA faculty have asked for assistance in assembling higher quality teaching material, and in setting up supportive extra-curricular activities, such as experience-broadening externships and skill-building professional internships. To help strengthen these important areas within the BAC+2 program, the partnership grant will support staff exchanges, allowing MSU faculty to visit Mali and consult with their IPR/IFRA colleagues on areas of program expansion, teaching material development, and the creation of extra-curricular learning opportunities. The partnership grant will also support two longer-term study visits by Malian faculty to MSU, to work with staff in MSU’s AgTech program and to study how partnerships between university teaching programs and private sector can be strengthened. For these study visits, to help strengthen the IPR/IFRA’s human resource base, emphasis will be given to identifying and supporting junior staff with high potential to help.

*Objective 3: Strengthen the knowledge and skills of the IPR/IFRA academic and administrative human resource staff.* The acquisition of new skills and knowledge lies at the heart of the IPR/IFRA’s ability to move forward in the successful development and management of its BAC+2 degree program. In response, the MSU-IPR/IFRA partnership will respond to near-term staff development needs, involving both the Institute’s teaching faculty, as well as the
administrative and other non-teaching staff, and will plan and seek additional funding to meet longer-term staff development goals through the drafting and submission of a long-term institutional development grant proposal. Over the near-term, in addition to the exchange of academic faculty focusing on areas of curriculum and extra-curriculum program development, specialists in information technology and documentation resources, and an administrator from MSU’s Ag. Tech program will have the opportunity to visit their IPR/IFRA counterparts in Mali. During these visits, MSU resource persons will conduct training workshops, carry out joint needs assessments and develop plans and proposals for subsequent partnership activities. Efforts will be undertaken to help build productive relationships with MSU-managed MATRIX project to maximize the benefits of modern Information Technology being brought into BAC+2 courses and Center for Continuing Education. To help build the long-term capacity of IPR/IFRA faculty in utilizing English language-based material and resources, and to carry out more effective applied research and exchanges with their US-based colleagues, the partnership grant will also provide limited English language training in Mali for some of the participating staff.

Objective 4: Establish an agenda of applied collaborative research. To maintain relevance and high quality in their teaching programs, as well as to make progress in developing new technologies and management practices targeting key agricultural enterprises, the IPR/IFRA faculty have expressed the need for developing an active, applied research agenda. MSU faculty from a range of disciplines featured in the BAC+2 degree program have indicated an interest in working with their Malian colleagues to conduct advanced collaborative research in their areas of specialization. Although the partnership grant will not directly support research activities, the staff exchange and capacity-building activities planned under other areas of this grant will enable MSU and IPR/IFRA colleagues to develop their common interests and submit proposals for additional research funding, including the support for graduate student research and exchange.
To accelerate this process, the partnership grant will support a visit to Mali by MSU’s Managing Director for the Office of International Development, an experienced grant specialist, to conduct a workshop on proposal writing and assist groups of MSU-IPR/IFRA collaborators in developing successful proposals in support of joint-applied research programs.

**Phasing of Activities and Achievement Milestones**

The phasing of specific activities to be supported under this proposal is as follows (see Annex 1 for a summary):

**Year 1**

*Objective 1: Establish linkages between the IPR, civil society and the workplace.* At the outset of the grant period, a one-day stakeholder workshop will be held at the IPR/IFRA campus at Katibougou to review and discuss the BAC+2 program. Up to 40 participants will be invited from a broad range of organizations representing the private sector, NGOs, high schools, government agencies, USAID and one of the MSU project co-coordinators. IPR/IFRA faculty will prepare a summary report of the workshop recommendations to help guide future planning within the program. Workshop participants will also assist in creating a permanent Advisory Board to provide IPR/IFRA with a sustained linkage with the private sector and beneficiary groups, as well as to establish a platform for stakeholder accountability, in the development of the BAC+2 program. The first meeting of the Advisory Board will be held immediately following the workshop. A second Advisory Board meeting will be held just prior to the annual ALO meetings in Washington, D.C., as part of the partnership monitoring process. Shortly after the workshop, a marketing plan will be developed for raising awareness and promoting the program among high school graduates, NGOs and private sector businesses.

*Objective 2: Curriculum enhancement and development of extra-curricular opportunities.* The visit of four MSU faculty members (including one of the MSU project co-
coordinators) to the IPR/IFRA campus will be held as early as possible in the grant period.

During these visits, faculty from the two institutions will conduct joint reviews of the plans for BAC+2 program development, assess the existing, and identify possible additions of new, teaching materials for both the BAC+2 program and the courses offered through the Center for Continuing Education, and discuss plans for the creation of supportive extra-curricular activities. These visits will be followed by 4-week study visits to MSU by two junior IPR/IFRA faculty members. One of the candidates will focus on studying the development of extern- and internship programs and improved teaching methods, while the other will work with faculty in MSU’s two-year AgTech program on how to build and manage successful relationships with the private sector and continuing education courses. Candidates will prepare recommendation reports based on their experiences. Upon their return, these faculty members will conduct seminars on the results of their study visits, and will work with the IPR/IFRA administration to incorporate their findings into development plans for strengthening the BAC+2 program.

Objective 3: Strengthen the knowledge and skills of the academic and administrative human resource base. The MSU specialist in grant proposal preparation will visit Mali, using funding independent of the ALO grant, during the first exchange of MSU faculty, in order to assist with proposal development. In addition, the ALO-supported activity will coordinate closely with the USAID-funded MATRIX project, which is working with IPR/IFRA and which also plans at least three trips by MSU information specialists to IPR/IFRA in 2003. MATRIX has indicated its desire to tailor its computer training activities at IPR/IFRA around subjects identified by the MSU-IPR/IFRA partnership grant. During their respective visits, the specialists in information technology and grant proposal preparation will hold workshops for IPR/IFRA faculty, and work directly with individuals and small groups in preparing plans to strengthen their utilization of new technologies. The proposal development specialist will also work closely
with the IPR/IFRA administration and teams of MSU-IPR/IFRA faculty in drafting a long-term institutional development plan. Work on this proposal, and its eventual submission to appropriate donors, will be completed during the first year of the grant.

Early in the grant period, a core group of IPR/IFRA faculty most involved in the partnership activities will enroll in English language courses offered in Bamako.

Objective 4: Establish an agenda of applied collaborative research. MSU-IPR/IFRA collaborators will develop an agenda of applied research activities linked to the BAC+2 program, including student M.S. and Ph.D. field research, and develop and submit proposals for additional funding. The MSU grants specialist will continue to assist these teams through all phases of proposal development and submission.

Year 2

Objective 1: Establish linkages between the IPR/IFRA, civil society and the workplace. The Advisory Board for the BAC+2 program will hold their third and fourth meetings at the beginning and end of the final six months of the grant period to review, comment and advise on the progress made in developing the program’s various components. The results of these meetings will feed into the annual monitoring report, a summary of which will be translated into English and presented at the annual ALO meetings.

Objective 2: Curriculum enhancement and development of extra-curricular opportunities. The second round of MSU faculty visits to the IPR/IFRA campus will include two disciplinary-based faculty members. Participating faculty will continue to review and explore ways to strengthen the BAC+2 curriculum, as well as courses offered through the Center for Continuing Education, and will advise on the implementation of extra-curricular activities established during year 1. The thematic areas to be targeted will be determined through the on-
going interactions between the IPR/IFRA and MSU faculty and administration, BAC+2 Advisory Board and the needs of different beneficiary groups.

Objective 3: Strengthen the knowledge and skills of the academic and administrative human resource base. A senior MSU administrator involved in the AgTech Program will accompany the MSU faculty members in their visit to the IPR/IFRA campus. This individual will work closely with the senior IPR/IFRA staff regarding the administrative organization of the BAC+2 program, building on the lessons learned by the two IPR/IFRA staff who spent time with MSU’s AgTech Program in the previous year.

Objective 4: Establish an agenda of applied collaborative research. Teams of MSU-IPR/IFRA faculty will continue to develop areas of potential collaborative applied research that has relevance to the BAC+2 program. Proposals will be developed and submitted to appropriate funding agencies. Any research proposals developed during the first year that fail to attract funding will be revised and resubmitted as needed. Assistance in proposal development and submission will continue to be provided by the MSU grants specialist.

Sustainability and Mutuality

The partnership activities supported through this grant will generate a ripple effect of significant, mutually desirable, short- and long-term benefits. Overall, the activities described in this proposal reflect the extensive exchanges that have taken place between MSU and Malian colleagues over many years. A large number of Malian graduates from MSU hold key administrative posts in Mali’s government, and several Malian students are currently enrolled in degree programs at MSU. Likewise, a growing number of MSU faculty have been, and currently are, involved in a wide range of research and outreach development assistance programs in Mali. The current proposal will serve as the coordinating vehicle to mobilize this network of activities,
and will build the necessary linkages to concentrate their benefits in helping to develop a vital educational program to help Mali’s youth gain employment in the agricultural sector.

The major share of tangible benefits from the current proposal will go to IPR/IFRA and its faculty in strengthening the BAC+2 program. However, MSU faculty will also gain valuable further experience in addressing the challenges of international economic development, which will later be incorporated into their MSU classes, and will also benefit through their involvement in developing collaborative applied research activities. It is envisioned that future areas of MSU-IPR/IFRA collaboration will involve student exchanges through the creation of an MSU study abroad program in Mali (already under discussion) and support for students’ field research. The fact that the Director General of the IPR/IFRA and the President of MSU have personally undertaken visits to each other’s institution speaks well of the prospects for continued, long-term, collaborative exchanges.

Key Personnel

On the MSU side, the project co-directors will be John Staatz, Professor of Agricultural Economics, who has directed much of MSU’s USAID-supported food security research and outreach in Mali since 1985; and Dan Clay, Professor and Director of the Institute of International Agriculture, who has widespread experience throughout Africa over the past 23 years, including Mali. They will be assisted by Dr. Youssouf Camara, visiting Professor of Agricultural Economics, an Ivorian citizen who has worked extensively on food security issues in West Africa, including the Partnership to Cut Hunger in Africa; Dr. Brent Simpson, an adjunct professor of Resource Development and has extensive field experience in Africa, including Mali, particularly in linking agricultural research, outreach, and teaching; and Dr. Larry Hamm, former chairperson of the Department of Agricultural Economics, a specialist in building effective links between academic institutions and local clientele groups. All of the proposed key MSU staff
have experience in Mali and were heavily involved in organizing the earlier visit to MSU of the IPR/IFRA staff and thus have close working relationships with these Malian colleagues. On the Malian side, partnership activities will be coordinated by Dr. Fafré Samaké, the Director of IPR/IFRA, Dr. Mamadou Moussa Diarra, the head of the Animal Science Department, and Dr. Mamadou Seydou Traoré, Director of the teaching program at IPR/IFRA.

**Monitoring and Assessment Plan**

Emphasis will be placed on establishing an open and participatory monitoring approach in tracking progress towards the partnership’s objectives. To help in the monitoring process, milestones for each of the partnership activities have been established and presented in the Partnership Schedule (see Annex 1). A Mali-based evaluation specialist will be contracted to produce an annual monitoring report, outlining the progress and achievements in meeting these milestones. As part of the monitoring process, the consultant will hold meetings with each of the principal stakeholders: participating IPR/IFRA faculty (observations from participating MSU faculty will be gathered by the MSU project coordinators and added to the report); members of the IPR/IFRA Advisory Board; private sector businesses and students involved in the internship activities; and students attending BAC+2 courses and graduates utilizing the services of the Center for Continuing Education. A summary of the report will be translated into English, and presented at the annual ALO meetings in Washington, D.C. The MSU and IPR/IFRA project coordinators will use the findings from the report for enhancing program impact, and making any necessary mid-term adjustments in the implementation plan, in order to better achieve the goals of the grant.

**Conclusion**

It is not often that such a ‘modest’ capacity-building grant can leverage as extensive a network of resource as in the case of the current IPR/IFRA-MSU partnership proposal. The
ability of the current grant to do so is based largely upon the investments already made by the
two institutions. Overall, this partnership grant will support the development of a fully
functional, widely supported and well-targeted professional certificate program in agricultural
technology. Specific achievements will include: the creation of a sustained linkage with the
private sector and other stakeholders via the Advisory Board; a fully revised and strengthened
curriculum; establishment of an extern/internship program involving key Malian businesses; an
expanded range of support services offered to graduates through the Center for Continuing
Education; enhanced professional skills among IPR/IFRA faculty and administrators; closer
coordination of several related development programs (e.g. MATRIX, Agricultural Marketing
and Market Information System, and others); the establishment of a collaborative applied
research agenda, and the preparation and submission of several proposals for research funding,
and a long-term institutional development plan for the IPR/IFRA. Together, these advances in
the BAC+2 program will enable the IPR/IFRA to play an increasingly important role in helping
to train and meet the continuing educational and professional needs of Mali’s next generation of
agro-entrepreneurs for years to come.
### Annex 1 – Partnership Schedule

#### Year 1

<table>
<thead>
<tr>
<th>Objective/Activities</th>
<th>Achievement Milestone</th>
<th>Completion Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Obj. 1: Establish linkages between IPR/IFRA, civil society and the workplace</strong></td>
<td></td>
<td></td>
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<tr>
<td>Stakeholders’ Workshop</td>
<td>Workshop held</td>
<td>February 2003</td>
</tr>
<tr>
<td>Workshop Recommendations Report</td>
<td>Report prepared</td>
<td>February 2003</td>
</tr>
<tr>
<td>Creation of BAC+2 Advisory Board</td>
<td>1(^{st}) Board meeting held; 2(^{nd}) Board meeting held</td>
<td>February 2003; August 2003</td>
</tr>
<tr>
<td>Develop BAC+2 Marketing Plan</td>
<td>Plan prepared</td>
<td>March 2003</td>
</tr>
<tr>
<td><strong>Obj. 2: Curriculum enhancement and development of extra-curricular opportunities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSU Faculty visit to IPR/IFRA</td>
<td>Course material, extra-curricular activities and program development plans reviewed;</td>
<td>March 2003</td>
</tr>
<tr>
<td>IPR/IFRA Study Visits to MSU</td>
<td>Visit reports prepared; IPR/IFRA Seminars held</td>
<td>August 2003; September 2003</td>
</tr>
<tr>
<td>1(^{st}) Year Monitoring Report</td>
<td>Report prepared, summary presented at Annual ALO meeting</td>
<td>August 2003</td>
</tr>
<tr>
<td><strong>Obj. 3: Strengthen knowledge and skills of academic and administrative human resource base</strong></td>
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<td></td>
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<tr>
<td>MSU Specialists in IT and Grant Preparation visit IPR/IFRA</td>
<td>Workshops and consultations held; Institutional development plan submitted</td>
<td>March 2003 &amp; August 2003; December 2003</td>
</tr>
<tr>
<td>Mali-based English language instruction</td>
<td>IPR/IFRA Faculty enrolled</td>
<td>February 2003</td>
</tr>
<tr>
<td><strong>Obj. 4: Establish agenda of applied collaborative research</strong></td>
<td></td>
<td></td>
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<tr>
<td>Collaborative research agenda established</td>
<td>Research proposals prepared &amp; submitted</td>
<td>March-December 2003;</td>
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</table>
# Partnership Schedule Year 2

<table>
<thead>
<tr>
<th>Objective/Activities</th>
<th>Measurable Result</th>
<th>Completion Date</th>
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<tbody>
<tr>
<td><strong>Obj. 1: Establish linkages between IPR/IFRA, civil society and the workplace</strong></td>
<td><strong>BAC+2 Advisory Board Meetings</strong></td>
<td></td>
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<tr>
<td></td>
<td>3rd Board meeting held; 4th Board meeting held</td>
<td>January 2004; August 2004</td>
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<tr>
<td><strong>2nd Year Monitoring Report</strong></td>
<td>Report prepared, summary presented at Annual ALO meeting</td>
<td>August 2004</td>
</tr>
<tr>
<td><strong>Obj. 2: Curriculum enhancement and development of extra-curricular opportunities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSU Faculty visit to IPR/IFRA</td>
<td>Course material, extra-curricular activities and program development plans reviewed</td>
<td>January 2004</td>
</tr>
<tr>
<td><strong>Obj. 3: Strengthen knowledge and skills of academic and administrative human resource base</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSU AgTech Administrator visit to IPR/IFRA</td>
<td>Administrative systems reviewed</td>
<td>January 2004</td>
</tr>
<tr>
<td><strong>Obj. 4: Establish agenda of applied collaborative research</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collaborative research activities</td>
<td>Research proposals prepared/revised &amp; (re-)submitted</td>
<td>January-August 2004</td>
</tr>
</tbody>
</table>