



PERFORMANCE OF THE PROJECT ASSESSMENT AND DEVELOPMENT STRATEGY FOR VALUE CHAINS IN WAIDMA AREAS

WITHIN THE FRAMEWORK OF COSTEA'S STRUCTURING ACTION FOR THE WEST AFRICAN NETWORK
OF IRRIGATION DEVELOPMENT AND MANAGEMENT COMPANIES (ROA-SAGI)

Writer:
Mathieu Faujas

Contributors:
Gabriel Morin-Kasprzyk & Florence Deram Malerbe

Contributing SAGI experts:
Alassane Ba, Oumar Ly, Mariko Mboua, Avintago Harmis Mor,
Sidi Mahmoud Ould Sidi, Jacques Léandre Paré,
Victor Sawadogo & Mamadou Togola

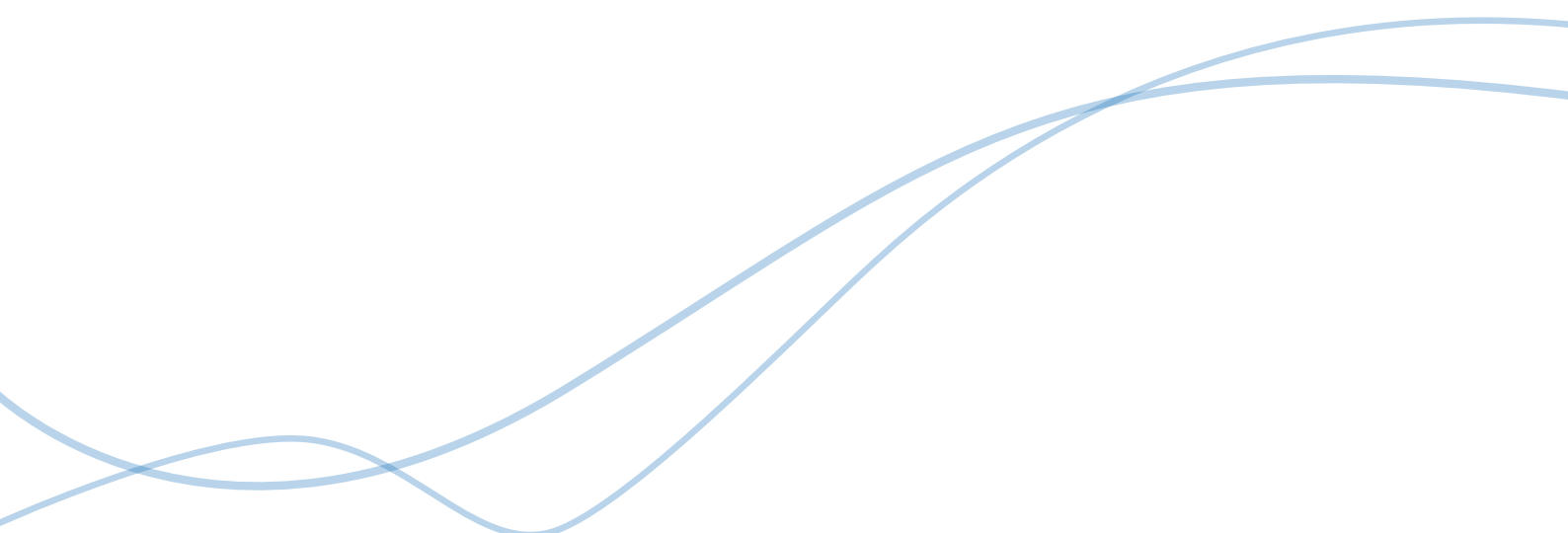
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DE L'AGRICULTURE IRRIGUÉE



ACK International
Martissan, 82110 Cazes-Mondenard - France
+33(0)6 87 88 85 45
mauret@ackinternational.com
ackinternational.com

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ABBREVIATIONS AND ACRONYMS

AFD	Agence Française de Développement (French Development Agency)
AFEID	Association Française pour l'Eau, l'Irrigation et le Drainage (French Association for Water, Irrigation and Drainage)
ANADER	Agence Nationale d'Appui au Développement Rural, Tchad (National Rural Development Support Agency, Chad)
BAGREPOLE	Société de Développement Intégré du Pole de Bagré, Burkina Faso (Agency for the Integrated Development of the Growth Pole of Bagré, Burkina Faso)
AMVS	Autorité de Mise en Valeur du Sourou, Burkina Faso (Sourou Development Authority, Burkina Faso)
CILSS	Comité Inter-états pour la Lutte contre la Sécheresse au Sahel (Permanent Interstate Committee for Drought Control in the Sahel)
COSTEA	Comité Scientifique et Technique pour l'Eau Agricole (Scientific and Technical Committee for Agricultural Water)
CE	Contributing Expert
ODRS	Office de Développement Rural de Sélingué, Mali (Rural Development Office of Sélingué, Mali)
ON	Office du Niger, Mali (Office of Niger, Mali)
ONAHA	Office national des Aménagements Hydro-Agricoles, Niger (National Office for Hydro-Agricultural Facilities, Niger)
OPIB	Office du Périmètre Irrigué de Baguinéda, Mali (Office of the Irrigated Scheme of Baguinéda, Mali)
ORS	Office Riz Ségou, Mali (Ségou Rice Office, Mali)
PARIIS	Regional Support Programme for the Sahel Irrigation Initiative
ROA-SAGI	Réseau Ouest-Africain des SAGI (West-African Network of WAIDMAs)
ROPPA	Network of Farmers Organisations and Agricultural Producers of West Africa
SAED	Société nationale d'Aménagement et d'Exploitation des terres du Delta et des vallées du fleuve Sénégal et de la Falémé (National Agency for the Development and Use of the Senegal River Delta and of the Senegal River and Falémé Valleys, Senegal)
WAIDMA	West African Irrigation Development and Management Agency
SODAGRI	Société de Développement Agricole et Industriel du Sénégal (Agricultural and Industrial Development Agency of Senegal)
SONADER	Société Nationale de Développement Rural (National Rural Development Agency, Mauritania)
ToR	Terms of Reference

1. INTRODUCTION – THE OBJECTIVES OF THE FINAL WORKSHOP CONCLUDING THE VALUE CHAIN PROJECT

The general objective of the project ‘Assessment and development strategy for value chains in WAIDMA areas’ (known as the ‘value chain project’), which took place from September 2020 to June 2022, was to support WAIDMAs in their role as public bodies participating in agricultural development, and now in charge of providing services to improve irrigated production on their territory. Its specific objective was to evaluate the potential added value of WAIDMAs in their area of intervention, in complement to other value chain actors, particularly in terms of: support for agricultural development, production optimisation, diversification, the structuring of value chains, labelling, the promotion of aggregation and pooling to reduce marketing transaction costs, and the creation and management of storage and/or processing infrastructures.

At the end of this project, which led to an in-depth analysis of the roles of three WAIDMAs in their territories (ODRS in Mali, SONADER in Mauritania and SAED in Senegal), the contributing experts (CEs) concerned were to present proposals for the evolution of their WAIDMA's functions based on field studies, and to discuss their situation with their colleagues from other WAIDMAs.

A regional workshop was thus organised from 23 to 25 May 2022 in Saly, Senegal. This was the last activity of task 3 as set out in the ToR of the value chain project. In accordance with the

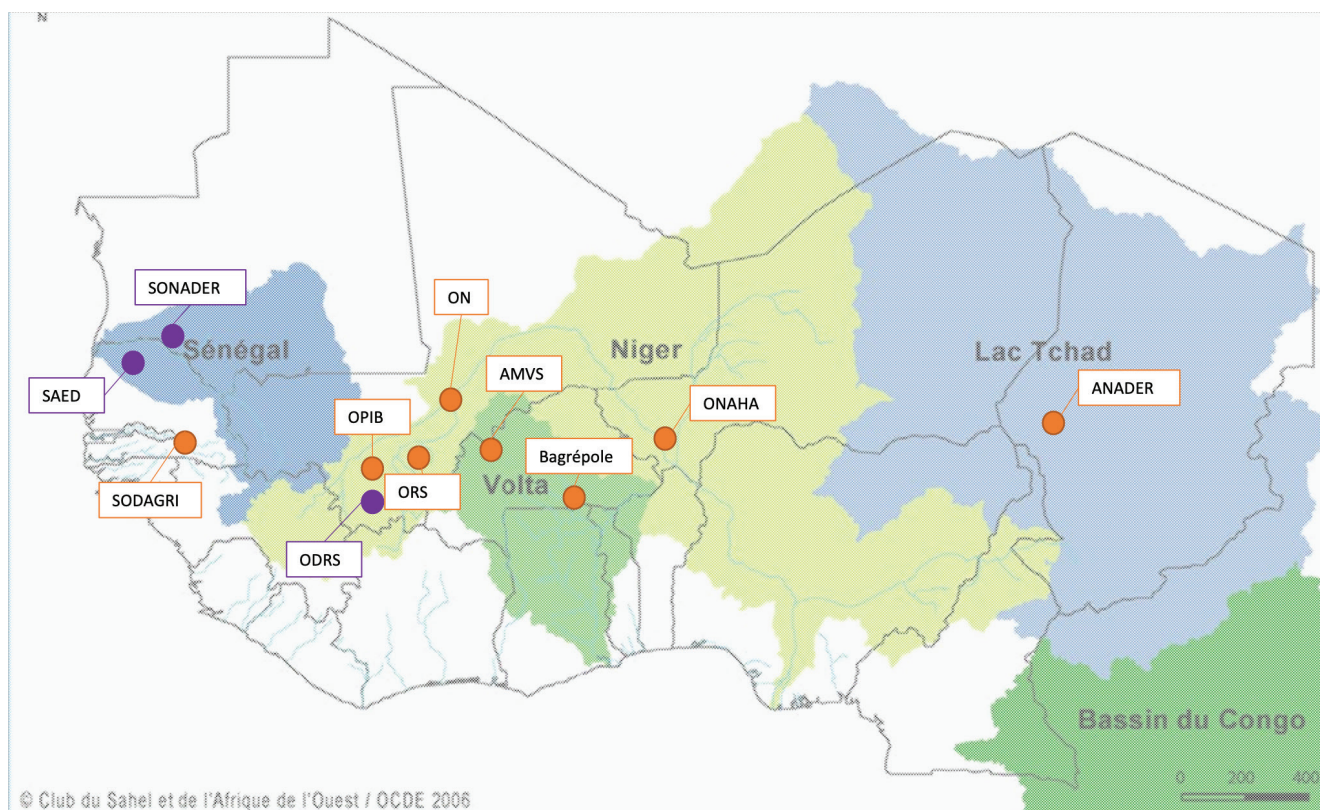
initial ToR of the project, it was planned that ‘this meeting would give the WAIDMAs the opportunity to discuss their specific contexts and identify the determinants of their position (political will, institutional context, current organisation of value chains, etc.)’.

The aim was initially to recommend a relevant evolution of the WAIDMAs’ roles and to propose services that they could possibly acquire, or that they could strengthen if they already existed, in order to contribute to the development of agricultural value chains.

However, during the course of the project, it became apparent that the national contexts of the value chains studied (rice, tomato, onion/shallot) varied greatly from one country to another, and that this reality added to the diversity of the WAIDMAs. Under these circumstances, it became clear that it would be difficult to use the proposals from the in-depth studies as a basis for single solutions. In agreement with the CEs (see Appendix 4), more realistic objectives were finally proposed, which can be summarised as follows:

- Facilitate exchanges so that each CE can examine the situation of its WAIDMA in its context on certain critical issues;
- Put forward a method, rather than a result, so that each WAIDMA can replicate the process internally and prepare its own recommendations for its evolution (indeed, the CEs who did not host a study mission, but who took part in the Saly workshop, showed an interest in carrying out the same exercise at the end of the project);

Figure 1: Map of WAIDMAS in the West African Network (ROA-SAGI). In purple, the WAIDMAs that were the subject of case studies in the value chain project.



- Finally, in a more institutional manner, the value chain project and its analytical approach could provide an opportunity to include the ROA-SAGI network in a collective dynamic to conduct similar analyses and draw useful lessons from comparisons between WAIDMAs.

On this last point, the interest of this workshop, which brought together the three other projects of the WAIDMA¹ Structuring Action, lay in its capacity to create more links within ROA-SAGI. In this way, involving and federating projects that worked on the same organisational basis should contribute to giving more content and dynamism to this network.

Given the difficulties in defining reference models for the WAIDMAs, the work of synthesising the lessons learned from the field studies focused more on highlighting the major themes common to the WAIDMAs, but for which their positioning requires specific internal work.

Thus, at the end of the workshop, although they were not in a position to formulate complete recommendations on the possible evolution of the WAIDMAs, the CEs were expected to be:

- aware of the major issues at stake in the development of national value chains and informed of existing situations in neighbouring countries;;
- prepared to apply/duplicate/adapt a method with a view to deepening and developing the approach that could lead to decisions on the evolution of the missions and functions of WAIDMAs in agricultural development;
- engaged in a network dynamic to step up continuous technical dialogue on the role of WAIDMAs in agricultural development in their respective countries.

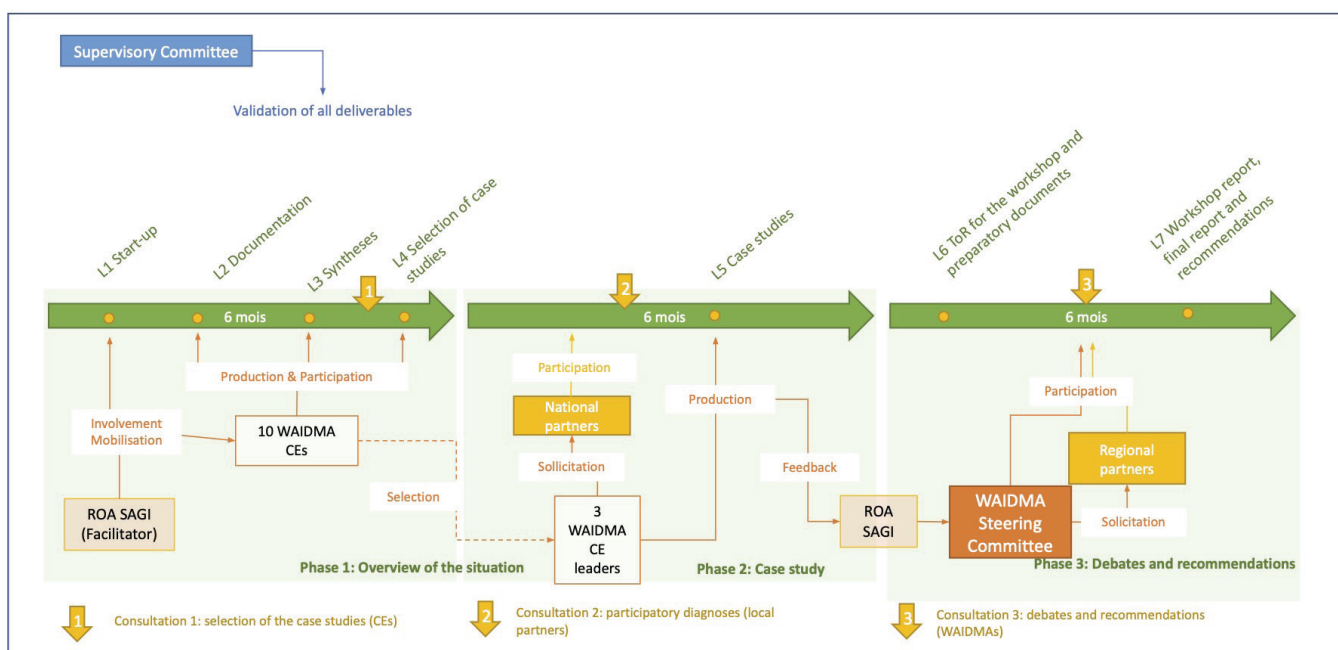
2. METHOD AND LIMITATIONS

The value chain project was based on the study of three irrigated value chains that are widespread in the sub-region: rice, tomato and onion/shallot. Despite their differences, they were selected both for the important role they play in meeting food needs (particularly rice) and for their economic weight. In addition, they mobilise a significant number of producers in the countries concerned. Finally, these three value chains are highly dependent on water resources. They are thus emblematic of the agricultural value chains dependent on irrigation, whose development could be steered by WAIDMAs.

The project, which spanned over 10 months, took the form of a sequenced analysis process comprising three main phases (Figure2):

1. The first phase consisted of **capitalising on the data available** at WAIDMA level, but also in the environments of the target value chains. This resulted in the creation of a database that made the information useful for the analysis easily available. It also involved the preparation of summary notes through which an initial documentary analysis was carried out to establish the historical, strategic and operational situation of the WAIDMAs as part of a diagnosis of the value chain at national level, accompanied by a sub-regional analysis. This documentary analysis made it possible to establish the first working assumptions for the preparation of in-depth field studies, in particular with regard to the WAIDMAs' current roles in value chain management.
2. In the second phase, **in-depth field studies** in Senegal (SAED/ tomato value chain), Mauritania (SONADER/ rice value chain) and Mali (ODRS/ onion/ shallot value chain) made it possible to combine a participatory diagnosis of the value chains,

Figure 2: The three main phases of the value chain project



1. Transfer to irrigants, Project ownership and Land tenure.

involving their various actors, with an in-depth evaluation of the WAIDMAs. This was in order to identify the key factors that influence the performance of the value chains and over which WAIDMAs have control (areas in which the WAIDMAs can intervene legitimately and credibly). While the first stage was carried out by the CEs within their own WAIDMA, the team sought to encourage the cross-involvement of CEs in the three selected fields in order to bring out a collective approach to common problems.

3. Finally, in the third and last phase, the cross-reviews of the case studies and the regional workshop enabled the WAIDMAs to **share experience** based on an analysis of the in-depth studies, and **recommendations to be prepared** on the evolution of the WAIDMAs in value chain management.

Beyond the final output, the project's interest also lay in the emergence of the CEs' capacities to collectively develop and test a participatory analysis approach based on broad consultation with value chain actors in their respective countries. By involving them very early on in the process and engaging them in giving their opinion on this approach according to the context of their WAIDMA and their value chain, it was expected that they would adopt an approach that they could subsequently adjust and renew with a view to more systematic application.

However, this process had several limitations, which should be highlighted when assessing the project.

- With regard to the final output: as explained in the introduction, the variety of WAIDMA situations did not allow sufficient progress to produce finalised proposals for services that they could possibly acquire, or that they could strengthen where they already existed, in order to contribute to the development of agricultural value chains. Under these conditions, the recommendations took the form of identifying areas for further work.
- With regard to consultation: the format of the mission limited the team's ability to widely mobilise the various actors in the value chains. The consultation was thus reduced to a number of interviews and workshops in the context of the in-depth analysis. No real replicable consultation process, which would have allowed the CEs to maintain regular exchanges with the stakeholders, emerged. At the end of the project, it is therefore not possible to claim to have 'discuss[ed] the relative positioning of the various actors in the construction of successful value chains' (ToR).
- With regard to the method: serious constraints have already been described in the previous reports regarding the CEs' commitment and mobilisation capacity in a project that was mainly carried out remotely and which suffered delays in connection with COVID. Given their responsibilities within their WAIDMA, the CEs lacked availability, which had an impact on the quality of their analyses and their contributions to the final output. Furthermore, in the absence of the value chain working group (which finally only started during the workshop meeting between the CEs and ROPPA), the CEs found themselves relatively isolated locally and there was no commitment from the value chain actors. However, it is important to emphasise the value of the collective and

cross-cutting approach that enabled the CEs to look at the situations of neighbouring WAIDMAs, while at the same time questioning their own cases.

3. SUMMARY OF THE AREAS OF WORK IDENTIFIED BY THE CES

The analysis of the contexts revealed that within the value chains, the WAIDMAs are subject to different constraints in carrying out their missions. These are often common to all six Sahelian countries, but take on more or less importance locally. It is therefore necessary to be specific in order to address the question of their role in the development of value chains given the great diversity of situations. During the regional workshop, the CEs were able to discuss the relative importance of the problems revealed by the in-depth studies. Each WAIDMA will need to work on these areas in order to position itself more precisely in the context of the evolution of its missions.

The areas that the discussions between the CEs identified as priorities and on which the WAIDMAs could intervene are organised around three main lines.

3.1 In terms of schemes and facilities

- **Access to land:** as a production factor, land appears to be a major constraint in some countries for developing production through investment promotion. In such cases, individual plots are often very small, preventing producers from achieving a scale effect that would enable them to make a better living from their work. In other cases, such as Chad, agricultural land is abundant and does not constitute a major constraint. However, access to full ownership can be hampered by a customary system that is not very flexible or by public policies that are not inclined to favour private ownership, as in Mauritania. Taking into account access to land for small producers in local master plans appears to be a solution to be explored, as in Senegal, where municipal councils are involved in the process of allocating developed plots of land from the national domain. SAED has put in place Land Use Plans and an Irrigated Domain Charter that help councils to better manage land and water resources. These arrangements contribute to land tenure security and offer security to the producers who are allocated plots.
- **The planning** of schemes and facilities should enable the development of competencies in relation to soil capacity and water availability, taking into account climate change and the disruption of rainfall patterns. The WAIDMAs could play a greater role in feasibility studies upstream of development projects.
- New schemes and facilities require the **application of recognised standards** from the outset, starting from the design stage and then during the monitoring of execution. In Mauritania, the lack of consistency in the allocation of delegated contracting authority between different public agencies has led to a significant deterioration in the quality of

the schemes. Due to a lack of control, contracts are awarded to companies and design offices that do not have adequate technical capacity. SONADER had full responsibility for delegated contracting authority until 2012 and the quality of the works was recognised by all. In Chad, the poor design of the facilities means that they often fail under the pressure of run-off water.

- **The introduction of new technologies/techniques** for the management of schemes and irrigation, such as solar pumps², weather stations or soil analysis, is likely to encourage the application of good practices (particularly in the face of climate change) and the control of irrigation costs. This is a weak point of the WAIDMAs across the six Sahelian countries, even though this promotional role is most often part of their mandate. It is the case of SAED in Senegal, which has been behind the introduction of all the major innovations in the Senegal River Valley since 1965.
- **The transfer of the technical management of developed facilities** (fees, infrastructure maintenance) **to producers' organisations/cooperatives** must be accompanied by the strengthening of production planning capacities on the schemes. Indeed, the management of irrigation by producers' organisations must take into account market demand and its evolution, which means adjusting irrigation to crop cycles (crop rotation and seasonality). This transfer has been initiated in several countries, with mitigated results. In Mauritania, it appears that the disengagement of the State was too rapid to allow the socio-professional organisations to take on these new responsibilities. Technical and management capacities remained weak in the absence of appropriate support to accompany them during the transfer. This should be decided locally on a case-by-case basis according to the needs and capacities of the producers' organisations. In any case, in addition to capacity building, the WAIDMAs should maintain monitoring or technical assistance over time to ensure a progressive takeover.

3.2 In terms of value chain performance

- **The structuring and organisation of value chains** is universally recognised as a necessity, particularly with a view to providing a better production service (access to inputs, seeds, mechanisation) and the concerted planning of productive investments that improve efficiency. Although support for structuring is a mission that can be found in almost all the WAIDMAs, the situations vary greatly in this respect between countries and value chains. While the organisation of Senegal's tomato value chain has been built up gradually and it has an operational interprofessional body (with the support of SAED), there is no framework for consultation on this chain in Chad and Mali. In Mali, however, the shallot/onion value chain actors are organised and structured by links from the bottom to the top (village, circle, regional). They are also federated at national level within the IFEO (shallot and onion interprofessional organisation), although the latter is still embryonic with regard to irrigated schemes, and particularly for onions. It brings together umbrella organisations made up

of professional families of shallot/onion producers, processors and traders. In Mauritania, the structuring of farmers remains in an early stage, with the organisation of producers limited to the schemes. WAIDMAs certainly have a role to play in supporting actors and making them more responsible. However, given that this role is already within their remit, a new approach is needed, particularly to encourage the development of interprofessional organisations, taking into account local specificities in the structuring of value chains. One example is SAED in Senegal, which has been involved in the tomato value chain as a facilitator, coordinator and for technical support. In the same way, the WAIDMAs do not necessarily have to build the interprofessional organisation, but can lead a process, facilitate relations between the different levels of the value chain and provide technical support (SAED has a full-time person supporting the tomato interprofessional organisation).

- **Adapting technical itineraries** to local conditions and market needs could help make value chains more competitive to the benefit of the actors in the chains. To ensure this periodic adaptation the value chains need research input. In Senegal, the technical itineraries for tomato production are not differentiated according to zones, even though the Senegal River Valley has a great diversity of soils, and even climate. Mapping work involving SAED is underway and could serve as a basis for adapting technical itineraries for fertilisation. However, research remains absent from the process. In Burkina Faso, the technical itinerary applied to onions is traditional and perpetuated endogenously among producers without significant intervention from technical agencies. The WAIDMAs could invest in coordination with research to guide the work in relation to local conditions, soil capacities and sustainability requirements. Subsequently, by setting up and facilitating **consultation frameworks** or platforms bringing together value chain actors, they would also have a crucial role to play in the extension of new cultivation techniques (crop associations and rotations, integrated production, improved local practices, etc.) and access to new, more efficient inputs and equipment resulting from research (varieties, green manure, etc.).
- There are **agro-environmental problems** linked to the intensity of cultivation carried out on the schemes and to climate change: decrease in water reserves, flooding, pest resistance to phytosanitary products, salinisation of soil, etc. However, these problems are still very little taken into consideration by value chain actors, especially producers, despite the risks to their production capacity. The WAIDMAs, for example, do not have an early warning system for diseases, pests or insects. Nor do they have a monitoring system enabling them to anticipate problems related to water services. In Mauritania, a number of solutions such as diversification are mentioned, but the majority of actors are more focused on continuing intensification under the impetus of public policies. The WAIDMAs are not currently sufficiently involved in the control and management of these phenomena, as the skills do not always exist within them. However, given their role in providing advisory support, the WAIDMAs could

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2. Where the conditions permit, this is most suitable for small installations.

play a federating role in mobilising and consulting with actors on these issues. In particular, they could contribute to documenting such phenomena, improve the knowledge and understanding of value chain actors and encourage reflection at value chain level with a view to developing concerted action plans. This environmental monitoring could be completed by setting up surveillance systems and promoting integrated control methods.

- **The quality and reliability of the statistics** produced by the authorities, particularly those related to production, are not sufficient. This has an impact on the ability of value chain actors to steer their investments and take management decisions. This situation is widely shared among the WAIDMAs. The study of the onion value chain in Mali showed that, where they exist, production statistics are generally old and not very consistent with each other. This is also the case for the rice value chain in Mauritania and the tomato value chain in Senegal. In each case, the data collected by the CEs showed inconsistencies. The WAIDMAs could be more involved in collecting and processing production data, relying in particular on their network of field agents, as in the case of Mauritania. Thanks to new digital technologies, they could then deliver quality information to actors efficiently and inexpensively.

3.3 In terms of market access

- **Better planning of production** according to conditions (quantities, prices, seasonality) and market requirements (quality, specifications, etc.), must ensure that it is competitive and meets demand. This reality applies to all value chains, but is rarely taken into account collectively at the value chain level. On Africa's agricultural markets, this failure to adapt to and understand demand too often leads to significant losses and marketing difficulties. Mauritania is a good example of planning that has produced good results. Breaking with a quantitative approach to the marketing of paddy without consideration of quality, since 2016, the government has been promoting the commitment of value chain actors to work on improving the competitiveness of national production through the development of quality standards and the establishment of a consultation platform mobilising value chain actors. Today, the results are convincing. All national production is sold on the domestic market without major difficulties, resulting in a decrease in imports.
- **Better communication** (or in some cases, the beginning of communication) between WAIDMAs and downstream economic operators. The onion/shallot case study in Mali was a good opportunity for the CEs and WAIDMA managers to meet onion/shallot wholesalers, who are both importers and processors. The issues of seasonality, competition with imports, and quality for conservation cannot be addressed without establishing a dialogue with these actors. This dialogue is enabled by the tomato interprofessional organisation in Senegal with strong involvement of SAED.
- In a correlated manner, the WAIDMAs could also become involved in promoting dialogue to **facilitate contracting** between producers' groups and buyers (collectors, traders, processors). This is the case of SAED, for example, which is a member of the tomato committee that acts as a platform for

consultation and exchange bringing together the main actors in the value chain. In the context of the gradual empowerment of producers' organisations, the WAIDMAs could intervene to support them and build their capacity to understand market demand, identify buyers and negotiate contractual terms.

- **Infrastructure for improving access and post-harvest management** (storage, conservation, primary processing, etc.) are structuring investments that have a significant impact on the functioning and competitiveness of a value chain. In Mali, for example, OPIB notes that the lack of adequate onion storage capacity explains the significant post-harvest losses in the value chain. There is also an economic interest in smoothing out the supply of bulbs on the market to take into account the seasonality of production and its mismatch with variations in demand. Finally, the controlled storage of bulbs also facilitates the supply of quality seed for the members of producers' organisations. The WAIDMAs could play a role in facilitating investment in structural infrastructure by helping to identify needs and size facilities according to local capacities.
- Finally, the WAIDMAs could support producers' organisations in **developing advocacy** with decision-makers to promote public policies that are more favourable to the development of value chains: financing infrastructure, subsidising inputs, loan guarantees, etc. Defending the interests of value chain actors could also include access to institutional purchasing mechanisms, as in the case of Mauritania, where the State buys 30,000 to 45,000 tonnes of local white rice annually (i.e. around 20 to 30% of national production). It then sells this rice at a subsidised price through its network of shops spread throughout the country as part of a social programme designed to combat food insecurity. In Senegal, the interprofessional organisation of the tomato value chain and SAED have enough weight to incite the State to impose local purchasing quotas on industries.

4. CONCLUSION AND RECOMMENDATIONS

Based on the discussions held during the regional workshop sessions, at the end of the value chain project, the CEs agreed that the role of the WAIDMAs in the value chains always depends on the mandate received from their political supervisory authority. However, due to their history, it must be recognised that public development companies have the legitimacy to intervene more **in the service of producers** in the perspective of value chain development.

Overall for the CEs, the objective is to **increase the quantity and quality of production** to better respond to market requirements and ensure an enhanced value of irrigated production, for the benefit of the value chain actors.

Beyond the local contexts, which vary greatly from one country and from one value chain to another, the main lines of work identified by the CEs can be grouped into two main general and essential themes that could structure the development of value chains with the intervention of the WAIDMAs:

- On the one hand, **the intensification of production must be reasoned in the framework of more sustainable and resilient farming.** Production systems must evolve to become more efficient (lower consumption of water, energy, inputs, etc.) in order to reduce their impact on natural resources and their vulnerability to external risks (climatic hazards, soil depletion, diseases and pests, etc.). This is undoubtedly the only alternative to the conventional intensification of the Green Revolution, and probably the only way to preserve margins for producers in a context of multiple crises. The technical itineraries must therefore be adapted to local specificities and developed in conjunction with producers and research.
- On the other hand, this intensification must be supported by a **better structuring of value chains by encouraging dialogue between actors**, with the following objectives: 1) improve production planning and the reliability of market supply, 2) facilitate services to producers (input supply, seasonal finance, mechanisation services, contracting, technical and management support, etc.), and 3) facilitate investments in downstream links (collection, conservation, processing, marketing) to optimise production, through a requirement for quality going up the supply chain.

In all cases, the development of value chains will require **strengthened dialogue and consultation between the actors of the chain.** In this perspective, whatever new functions the WAIDMAs may be attributed to improve their services to value chains (in particular that of facilitating dialogue between actors), these latter need them to fully invest in facilitating this dialogue as part of the WAIDMAs' real integration in the value chains. For, if they want to play a full part in this, the WAIDMAs cannot evolve into a sort of higher regulatory authority, external to the value chain, but rather become fully-fledged actors situated transversally in the ecosystem of support for the functioning of the value chain.

To support the WAIDMAs in deepening their reflection on the evolution of their missions within value chains, it is recommended that ROA-SAGI **formalise a specific working group** within the network that will follow up on this project based on the case studies. This working group was initially planned in the project but was not formalised. However, the exchanges between the CEs and members of ROPPA in the final workshop showed the interest of such a group.

The objective would be to maintain the group dynamic by discussing the role of WAIDMAs and sharing experience on technical solutions to the constraints encountered (facilities, technical itineraries, etc.). In particular, the network could support the WAIDMAs that were not the subject of a case study during this project by helping them to find the budget necessary to carry out such a study and by providing technical assistance for its organisation: documentary review (use of the database and enrichment), field visits and participatory diagnosis, involvement of value chain stakeholders through a value chain working group, etc.

Subsequently, ROA-SAGI could support the national WAIDMAs by investing in the following themes at regional level:

- Pooling of research and development of extension syllabuses, for example on pest management;
- Developing concerted advocacy with regional governments, for example, on harmonising subsidies and market protection or financing and insurance solutions adapted to national contexts;
- Strengthening monitoring and evaluation systems and data reliability (at the irrigated scheme or value chain level).

ANNEXES

ANNEX 1 – DETAILS ON THE ORGANISATION OF THE WORKSHOP

In preparation for the workshop, the CEs were invited to read the case study reports (deliverable 5) and to formulate some questions on the case studies. This helped to better orientate the discussions. In addition, they were asked to answer a short questionnaire about their expectations from the workshop (see Annex 3).

The workshop was organised as follows:

- **Day 1, Monday 23/05**

After the workshop was opened in plenary, there was a working meeting of the value chain project with the participation of ROPPA members (representatives of Niger, Mauritania and Burkina Faso) and PARIIS members (CILSS Burkina Faso). The ACK expert first briefly summarised the ToR of the project, as well as the methodology applied, and then presented the team mobilised. The CEs' expectations formulated in the preparation questionnaires were presented and validated with them. The participants external to the value chain project were then invited to explain what they expect from an evolution in the WAIDMAs' positioning and the relations they have (or do not have) with them. Large producers on irrigated schemes, managed by the WAIDMAs or privately, participated in the discussion.

- **Day 2, Tuesday 24/05**

Working meeting of the value chain project with the same participants as the previous day. After an introduction by the ACK expert and the co-pilot (OPIB) on the methodology used, the leaders of the three fields presented the case studies. Each case study was presented in 20 minutes, followed by a question and answer session lasting some 2 hours. The session was moderated by the ACK expert. During the exchanges, the points that emerged for further discussion and recommendations were written on post-it notes and placed on the wall in order to bring out the main themes per link in the value chain. At the end of the meeting, the assembly decided to abandon the idea of group work and to focus on the preparation of recommendations. Each theme was therefore discussed and ideas for recommendations were formulated. These ideas were then refined and the drafting improved in anticipation of the summary presentation of the project's results scheduled for the following day.

- **Day 3, Wednesday 25/03**

Plenary session with summary presentation of the project's results and discussions on implementation.

ANNEX 2 TERMS OF REFERENCE OF THE THEMATIC VALUE CHAIN WORKSHOP

These are the specific ToR for the value chain project, separate from the overall objectives and activities of the regional workshop which brought together the four WAIDMA structuring action projects.

1. Introduction

This regional workshop is organised within the framework of the project 'Assessment and development strategy for value chains in WAIDMA areas'. It is the last activity of Task 3 as set out in the ToR for the project.

The general objective of this project is to support WAIDMAs in their role as public structures participating in agricultural development, currently in charge of providing services to improve irrigated production on their territory. Its specific objective is to evaluate the potential added value of WAIDMAs in their area of intervention, in complement to other value chain actors, particularly in terms of: support for agricultural development, the optimisation of production, diversification, the structuring of value chains, labelling, the promotion of aggregation, and the creation and management of storage and/or processing infrastructures.

Finally, it is a matter of recommending a relevant evolution of the WAIDMAs' roles and to propose services that they could possibly acquire, or that they could strengthen where they already exist, in order to contribute to the development of agricultural value chains. This evolution could also take the form of a delegation of services and/or take place through the strengthening of their partnerships with other value chain actors.

The project work is based on the study of three important irrigated value chains in the sub-region: rice, tomato and onion/shallot.

It was agreed that ROA-SAGI would organise a workshop bringing together the various WAIDMA structuring action projects, including the value chain, transfer to irrigators, project management and land tenure projects, to make it an opportunity for the coordination and planning of the WAIDMA network (ROA-SAGI). These ToR therefore only describe the organisation and specific objectives to be achieved by the value chain project within the framework of this regional workshop.

2. Objectives

This final stage follows on from the previous achievements of the project which facilitated:

- the preparation of syntheses through which an initial documentary analysis was carried out to establish the historical, strategic and operational situation of WAIDMAs as part of a diagnosis of the value chain at national level;

- then, in-depth field studies in Senegal (SAED), Mauritania (SONADER) and Mali (ODRS). These made it possible to combine a participatory diagnosis of the value chain with an in-depth evaluation of the WAIDMA in order to identify the key factors that influence the performance of the value chain and over which WAIDMA has control (areas in which WAIDMA can intervene legitimately and credibly).

This workshop is thus the culmination of the overall analysis process carried out throughout the value chain project. As stipulated in the ToR, 'this meeting will give the WAIDMAs, their partners and other key actors of the value chains concerned, the opportunity to testify and to discuss their specific contexts, to identify the determinants of their position (political will, institutional context, current organisation of the value chains, etc.), and finally, to discuss their position in relation to the different actors in the construction of successful value chains'.

It is now a matter of collectively supporting the WAIDMAs in sharing knowledge³ and know-how⁴ useful for the evolution of their missions, and facilitating exchanges between WAIDMAs in order to lay the foundations at the level of ROA-SAGI for ongoing technical dialogue on their role in agricultural development in their respective countries.

At the end of this value chain project, the achievements will be: 1) a value chain database, 2) in-depth studies establishing a starting point for the analysis and a consultation process with the value chain actors that enabled the CEs to take ownership of the approach, and 3) a perspective with the preparation of a roadmap for future collective actions at the level of ROA-SAGI.

Beyond the value chain project, the interest of a common workshop with the other projects lies in its capacity to create links within ROA-SAGI. In this way, involving and federating the projects that have worked on the same organisational basis should contribute to giving more content and dynamism to this network.

3. General organisation of the workshop

The workshop programme is detailed below. It will include two half-days of work per project and three plenary sessions. The last half-day will be devoted to the preparation of a collective roadmap by the WAIDMAs gathered within ROA-SAGI based on the recommendations of each project.

For the value chain project, the participants will be the contributing experts from the eight participating WAIDMAs accompanied by the WAIDMA focal points and/or legal representatives.

.....
3. All the knowledge and information used to carry out an activity.

4. Work practice, way of doing things, to carry out an activity.

• **Day 1 - Monday 23/05**

Morning: Plenary session. Introduction of the workshop by COSTEA; brief presentation of each project (ToR, objectives, key points of the methodology); definition of the objectives and work to be carried out.

Afternoon: Group work per project. Internal feedback, cross analysis of the case studies and definition of the elements necessary for the final report.

• **Day 2 – Tuesday 24/05**

Morning: Group work per project. Benchmarking of the case studies, preparation of key messages, preparation of a synthesis and of a presentation for the plenary session.

Afternoon: Plenary session. Cross-presentation between the projects and discussion on key messages; work on the valorisation of the overall results of the structuring action and implications for ROA-SAGI; harmonisation of COSTEA's expectations as to the last report and validation.

• **Day 3 – Wednesday 25/05**

Morning: Plenary session led by ROA-SAGI with participation open to outside parties (AFD, PARIIS, other TFPs, ROPPA, etc.); feedback from the WAIDMAs and discussions with the various parties.

Afternoon: WAIDMA meeting in the framework of the West African Network; preparation of a roadmap.

4. Implementation of the value chain project

Preparation

This workshop is an opportunity for the WAIDMAs to establish and take ownership of a regional consultation framework that could evolve towards the creation of a 'value chain' working group within ROA-SAGI, which would be launched during the workshop. It is therefore essential that the WAIDMAs be involved in preparing the organisation of the workshop, the starting point for this wider consultation framework at ROA-SAGI level.

A preliminary exchange will enable the consultant to i) share the case study reports with all the CEs so that they can read them before the workshop, ii) gather their expectations of this workshop, iii) gather their initial opinions on the recommendations and conclusions drawn from the participatory diagnoses of the three case studies, and finally iv) pre-identify the priority topics for discussion (in terms of strategic importance for the local value chain and interest for the WAIDMAs).

To prepare for this exchange, a short questionnaire will be sent to the CEs to mobilise them. They will also be asked to prepare two questions each on the case studies read.

Facilitation tools

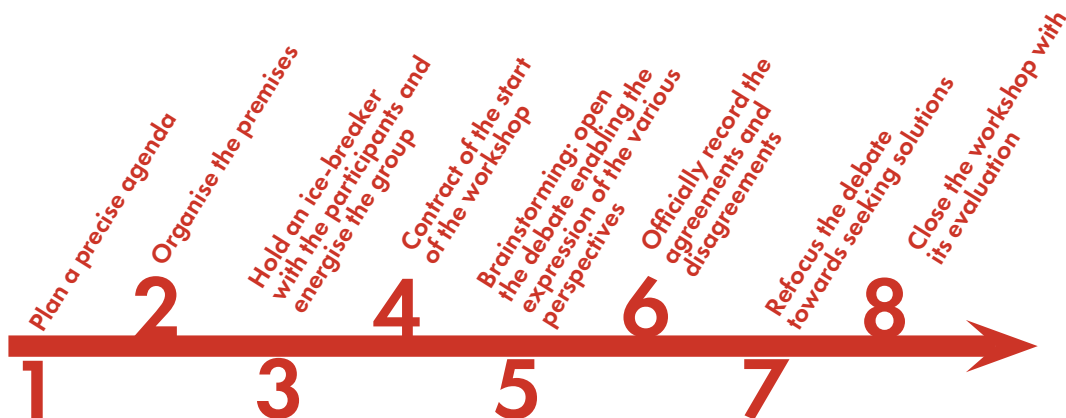
Participatory facilitation tools will be developed to make the meeting convivial and lively (an ice-breaker to mobilise the team of CEs, who do not all know one other, thematic group work, integration of possible external participants), and to facilitate everyone's participation (oral and written contributions, debates in assemblies and in small groups). The objective is not to innovate at all costs but to give the participants confidence to encourage collaboration and discussion. The approach will remain the same as for the entire project: encourage cross-learning and inter-WAIDMA exchanges, and support the production of analyses, debates and recommendations by and for the WAIDMAs.

These facilitation and collective decision-making tools will be adapted to the specific framework of the workshop based on the principles of participatory facilitation methods, as illustrated below (Lisode, 2017)⁵.

Finally, in view of the scheduled presentations, the consultant will assist the lead CEs of the in-depth studies in preparing their presentations.

Group work sessions during the workshop

The two group work sessions planned in the programme will include the following phases.



5. https://www.lisode.com/wp-content/uploads/2017/02/Lisode_Guide_concertation.pdf

First half-day: internal feedback, cross-analysis of the case studies and definition of the elements needed for the final report.

- **Introduction, precisions on the consultation process, the objectives of the workshop:** the co-pilot will be responsible, with the consultant's support, for recalling the approach and the objectives of the workshop. Specific facilitation will allow the validation of the process that led to the formulation of the recommendations by positioning the actors according to their degree of adherence to the analysis and by letting them express their needs for clarification or readjustment.
- **Case study debriefing:** in order to avoid a time-consuming debriefing based on a succession of power point presentations with a passive audience, care will be taken to ensure that the WAIDMAs and partners are familiar with the deliverables and their content, and have prepared the required questions in preparation. Each field team will freely present the results of the in-depth studies and their understanding and vision for their WAIDMA. The presentation will be followed by a discussion with the other WAIDMAs to prepare a comparison between the different situations and approaches of the WAIDMAs in their value chain in order to identify the issues to be further explored during the second half-day of work.

Second half-day: benchmark of the case studies, preparation of key messages, preparation of a synthesis and of a presentation for the plenary session..

- **Benchmark, identify what works well elsewhere and why:** the feedback will lead to the identification of specific knowledge and know-how that could be transferred between the WAIDMAs. The participants will then be invited to join separate thematic discussion groups by value chain and/or by knowledge/know-how. These main themes will have been previously identified the day before by all the CEs based on the recommendations of the case studies. For example: access to credit, advisory support or maintenance of waterways. The idea is that the participants can move around to find out about the reasons for the position of a particular WAIDMA or the difficulties encountered by a given country in a specific value chain, according to their interests. This kind of dynamic session requires appropriate organisation and the mobilisation of the participants, but will facilitate useful informal discussions.
- **Debates and discussions on the development of key messages for ROA-SAGI:** pooling of the work of the thematic groups, formulation of recommendations and validation, with the aim of transmitting a working basis and a process to ROA-SAGI that it can develop: synthesis + work areas + next steps. These proposals will be submitted to the other workgroups the following day in plenary with a view to coordinating ROA-SAGI's future interventions as a follow-up to the WAIDMA structuring action projects. A synthetic presentation of about 20 minutes for the whole project will thus be prepared by the CEs with the support of ACK.

5. Deliverable

After the workshop, the consultant will produce a synthesis and acts, which will be validated by the participants (a reviewer will be appointed for each WAIDMA during the workshop).

**ANNEX 3
FINAL PPT PRESENTATION OF THE VALUE CHAIN
PROJECT**



Chantier filières

ACK International



COMITÉ Scientifique et Technique Eau Agricole

Avec le soutien de :



Présentation de l'équipe

Mamadou Togola OPIB
 Mariko Mboua ODRS
 Mahmoud Sidi SONADER
 Alassane Ba SAED
 Oumar Ly SODAGRI
 Victor Sawadogo BAGREPOLE
 Jacques Léandre Pare SOUROUPOLE
 Mor Avintago Harmis ANADER

Mathieu Faujas
 Florence Deram M alerbe
 Gabriel Morin- Kasprzyk



SOMMAIRE

- I. Enjeux et objectifs du chantier**
- II. Approche, limites, résultats obtenus**
- III. Problématique et ébauche de recommandations**

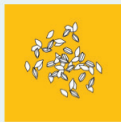
I Enjeux et objectifs du chantier

Appuyer les SAGI dans l'évolution de leur rôle d'accompagnement du développement agricole et de l'amélioration de la production irriguée sur leurs territoires..

...au travers de l'étude de leur positionnement au sein du jeu d'acteurs et de leur potentiel de contribution au développement des chaînes de valeur

4

Les filières étudiées : riz, oignon, tomate



Politiques nationales et initiatives sous régionales

Autosuffisance, souveraineté alimentaire
Diversification des périmètres « rizicoles »



Importance relative des filières & de l'irrigation

Surfaces & volumes significatifs
Niveau de structuration et d'intégration
Consommation locale vs import / export



Une étude « filière » intégrant leur environnement...

Outils et méthodes adaptées
Vers une approche systémique & territoriale

II Approche, outils

La production et la capitalisation de connaissances

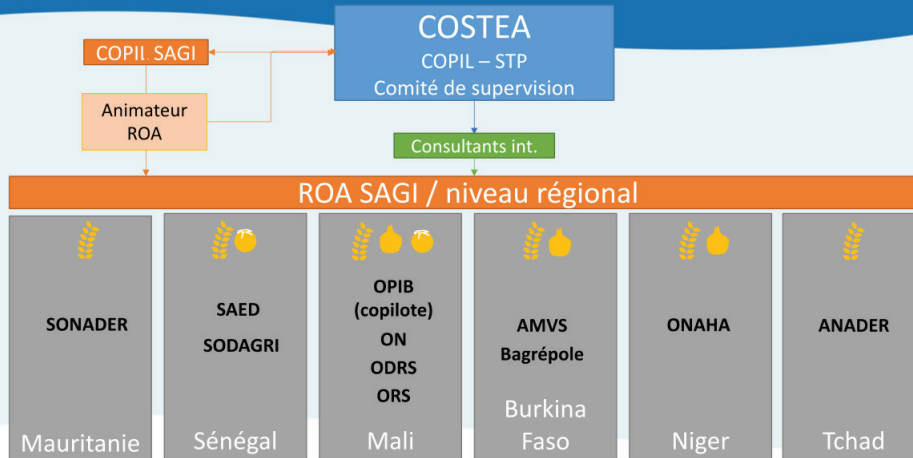
- sur les filières irriguées principales à l'échelle des six pays du Sahel (riz, tomate et oignon)
- Sur les rôles des SAGI dans ces filières, et les relations entre les acteurs

La facilitation d'un cadre d'échanges et de dialogue entre les SAGI

L'élaboration et le partage de recommandations

6

Mobilisation d'experts contributeurs des SAGI



Déroulement du chantier

Tâche 1 : Etat des lieux

- Formation des EC
- Revue documentaire
- Notes de synthèse & regards croisés
- Sélection d'études de cas

Démarrage
septembre 2020
Clôture juillet 2021

Tâche 2 : Etudes de cas

- Diagnostic participatif, analyse approfondie et croisée des filières et de la place des SAGI (échanges entre SAGI sur terrain)
- Recommandations pour les SAGI étudiées : partenariats, services

Etudes de cas nov-
dec 2021

Tâche 3 : Partage au sein du ROA-SAGI

- Capitalisation de connaissances, d'outils et d'expériences
- Valorisation et perspectives / opérationnalisation

Atelier mai 2022

Résultats obtenus

Tâche 1 : Etat des lieux

- Fonds documentaire accessible en ligne
- Caractéristiques et structuration des 3 filières ciblées à l'échelle nationale et sous régionale

Tâche 2 : Etudes de cas

- En lien avec les acteurs de la filière, contributions actuelles des SAGI et évolutions souhaitables sur différents services et sur leurs stratégies d'appui au développement de la chaîne de valeur
- Regards croisés sur les cas étudiés
- Méthodologie de diagnostic participatif

Tâche 3 : Partage au sein du ROA-SAGI

- Bilan participatif (recommandations, outils et méthodes)
- Synthèse pour l'ensemble des SAGI, perspectives

Enseignements du chantier

- **Distance, connectivité et durée globale du chantier ;**
- **Disponibilités des experts et retard accumulé ;**
- **Intérêt et productivité des rencontres / missions mais durée limitée ;**
- **Intérêt des relectures croisées mais difficultés de mobilisation sur les rapports ;**
- **Bénéfice de la participation des experts à toutes les missions ;**
- **Intérêt des outils collaboratifs en ligne et méthodes (PESTEL) ;**
- **Disponibilité et fiabilité des données sur lesquelles se base l'analyse ;**

Principales attentes pour cet atelier

Au niveau de l'équipe du chantier

- Bilan et évaluation participative du chantier
- Restitution des résultats dans chaque SAGI
- Valorisation, appropriation des travaux et perspectives

Au niveau des SAGI

- Accélérer un repositionnement des SAGI pour en faire des acteurs de filière à part entière
- Valider une méthode de concertation qui permette aux SAGIs de renforcer leur partenariat avec les acteurs de filière.

Au niveau du ROA

- Réfléchir collectivement aux enjeux posés aux SAGIs et à la façon d'y répondre.
- Etablir une base de travail commune aux SAGIs en vue de la poursuite des échanges au niveau du réseau (opérationnalisation du GT Filières ?)

Activités menées pendant l'atelier

- **Lundi après midi :**
- partage des TDR et présentation du processus et de la méthodologie des études de cas ; échanges avec le Roppa sur les attentes des producteurs
- **Mardi :**
- présentation des 3 études de cas par les chefs de file + discussion sur chaque cas
- Élaboration de recommandations à l'endroit des SAGI et du ROA
- Éléments d'évaluation de la méthodologie
- Synthèse

Préambule aux recommandations

Particularités des situations et des missions des SAGI

- > **Principes transversaux et méthodes, mais chaque recommandation doit être adaptée au contexte particulier des SAGI et filières**
- > **Avec un point d'attention sur les compétences à mobiliser en fonction des savoirs et savoir-faire nécessaires**

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Recommandations (principes)

Principes de positionnement :

- la SAGI au service des producteurs : les recommandations ont été pensées pour faciliter le développement de la production et de la chaîne de valeur
- elles nécessitent au préalable un renforcement du dialogue et de la concertation avec les acteurs de la filière

14

Recommandations (synthèse)

Objectif : augmentation de la production en quantité et qualité répondant mieux aux exigences du marché et assurant une meilleure valorisation des productions irriguées

- Promotion d'une intensification raisonnée, agriculture plus durable et résiliente
 - vers des systèmes de production moins vulnérables (aléas climatiques, coûts, maladies et ravageurs, etc.) et plus efficaces (eau, énergie, intrants),
 - des itinéraires adaptés aux spécificités locales et construits avec les producteurs et la recherche
- Contribution à une meilleure structuration des producteurs et de l'interprofession, renforcement du dialogue avec les acteurs en vue :
 - de l'amélioration de la planification de la production et fiabilisation de l'approvisionnement du marché
 - de la facilitation des services aux producteurs (approvisionnement, financement, mécanisation, contractualisation, appui conseil technique et de gestion, etc.)
 - de la facilitation des investissements dans la chaîne de valeur en aval (collecte, conservation, transformation, commercialisation) permettant de mieux valoriser la production

15

Recommandations détaillées (provisoires)

En amont

- Foncier : intégration dans le schéma directeur, exemple des POAS au Sénégal et contribution à la sécurisation (cf chantier foncier)
- Planification des aménagements et de la production, en lien avec les aptitudes des sols et la disponibilité en eau (cf chantiers maîtrise d'ouvrage)
- Aménagements : suivi / application des normes de qualité (implications en aval / financement) ;
- Promotion des dispositifs innovants (irrigation, solaire, baisse des charges d'irrigation, stations météo, analyse des sols..)

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Recommandations

En amont

- Appui à la structuration et la responsabilisation de tous les acteurs, en premier lieu des producteurs et aussi de l'interprofession ;
- Renforcement des capacités et transferts de services aux producteurs, à étudier au cas par cas selon services existants / à créer (délégation en conservant un regard, une veille ; cf chantier transfert)
- Facilitation de l'approvisionnement en intrants et équipements (avec d'autres acteurs), en lien avec les besoins adaptés aux particularités locales et aux itinéraires techniques

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Recommandations

En production

- Adaptation des itinéraires techniques aux conditions locales avec l'appui de la recherche, et en cohérence avec les aptitudes des sols (carte pédologique)
- Cadre de concertation ou plateforme SAGI / producteurs / recherche pour l'appui conseil aux producteurs (technique et gestion)
- Facilitation des innovations (variétés, associations et rotations de cultures, productions intégrées, pratiques locales, etc.)

18

Recommandations

En production

- Pilotage des initiatives de lutte contre les ravageurs à grande échelle
- Amélioration de la fiabilité des statistiques (Suivis et bilans de campagne) et digitalisation
- Veille environnementale et raisonnement des méthodes de lutte, traitement des déchets, revue et application des PGES, etc.

19

Recommandations

En aval

- Adéquation de la planification de la production avec les exigences du marché : quantités, saisonnalité, qualité, ...
- Connaître les acteurs, concerter, rôles d'intermédiation (facilitation de la contractualisation), entre usagers / groupements de producteurs et l'aval
- Facilitation des investissements d'infrastructures de désenclavement / stockage / conservation / transformation
- Accompagnement des OP pour plaider et les aider à participer aux dispositifs d'achats institutionnels (en particulier sur la transmission des données : prévisions de production et stocks)

20

Recommandations au niveau du ROA

Le ROA SAGI pourrait assurer :

- Concertation technique, partage d'expertises
- Mutualisation de la recherche / développement et des efforts de lutte contre les ravageurs
- Plaider auprès des gouvernements (ex : harmonisation des subventions et protection des marchés ; solutions de financement et d'assurance adaptés aux contextes nationaux)
- Renforcement des dispositifs de suivi évaluation et fiabilité des données (PI et filière)
- Appui aux SAGI pour l'opérationnalisation des recommandations

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ANNEX 4 SUMMARY OF EXPECTATIONS FORMULATED BY THE CES FOR THE WORKSHOP

	ODRS	SODAGRI	ANADER	OPIB	SAED	SONADER	Score total
Comparer les situations respectives des différentes SAGI dans leurs filières pour en souligner les points communs et identifier des enjeux similaires.	4	6	6	1	5	10	32
Réfléchir collectivement aux enjeux posés aux SAGIs et à la façon d'y répondre.	3	1	2	2	4	3	15
Accélérer un repositionnement des SAGI pour en faire des acteurs de filière à part entière.	6	2	1	2	6	5	22
Intégrer dans les missions des SAGI un rôle dans la gestion des ressources naturelles et la promotion de systèmes durables face au changement climatique.	5	8	7	1	8	7	36
Etablir une base de travail commune aux SAGIs en vue de la poursuite des échanges au niveau du réseau.	1	3	3	1	3	6	17
Valider une méthode de concertation qui permette aux SAGIs de renforcer leur partenariat avec les acteurs de filière.	2	4	5	1	2	4	18
Redéfinir le rôle des SAGIs en fonction des nouveaux enjeux qui se posent à l'agriculture dans les pays sahéliens.	7	5	4	2	1	8	27
Faciliter une meilleure appropriation des résultats de cette étude sur les filières.				1			1
Organiser un atelier d'échange des expériences réussies.						2	2
Formaliser le RoA- SAGI, le doter d'un statut et le faire reconnaître par les Etats et les organisations sous régionales, afin qu'il soit conforté dans ses missions.						1	1

These expectations were formulated by each CE in preparation for the workshop. They were asked to rank the themes according to what best corresponds to their priorities by numbering them (starting with 1 = highest priority). The first seven themes were proposed by the consultant. The last three were proposed by the OPIB and SONADER CEs.

**ANNEX 5
PHOTOS OF THE WORKSHOP**



Some photos of the case study presentations and discussions with ROPPA.