

MANAGEMENT RESPONSE



Regional office / cluster: WEST AFRICA

Title evaluation report:

Date of the Management Response: May 15, 2020

Staff involved in the Management Response: Country programme coordinators (Michel, Mame, Mambaye, Brehima, Hermann R), Regional Fundraising coordinator (Bernadette), AGRA project coordinator (Moussa), Regional PLA interim coordinator (Hermann O), Regional Director (Hamado)

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RICE BURKINA

Evaluation recommendation / point of attention 1	As part of the strategy to formalize institutional rice procurement, focus on advocacy and consultation to influence policies and regulations in favour of institutional procurement from FOs. This can be achieved through the adoption of a draft law and its implementing decree on institutional procurement. But this process may go beyond the end of the Rikolto programme. Consideration should be given to involving other partners in the process.			
Management response	Accepted For a better regulation of rice imports in Burkina, institutional purchases must be formalized with an emphasis on the involvement of POs in the process and this will require that all the VAD product stakeholders concerned by the decree mobilize to carry out advocacy actions for the adoption of a Bill and its implementing decree for institutional purchases.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Missions and meetings to raise awareness among MPs and the Ministry in charge of Agriculture.	July to September 2020	CIRB/Rikolto		
1.2 Preparation of the draft bill with the involvement of state structures.	July to December 2020	CIRB/Rikolto		
1.3 Organization of a national workshop to validate the draft bill and implementing decree	October to December 2020	CIRB/Rikolto		
1.4 Advocacy and lobbying meeting with the political and administrative authorities for the adoption of a law and	October 2020 to June 2021	CIRB/Rikolto		

implementing decree in favour of the formalization of institutional procurement.					
Evaluation recommendation / point of attention 2	To document the business model implementation process in order to create a clear methodological approach taking into account the CFD, the franchise model and the franchise model				
Management response	<p>Partially accepted</p> <p>The CFD model is not yet operational, the process is still ongoing. One of the challenges for the FDC model is the mobilisation of financial resources for investments. Only the franchise business model is capitalized and we are in the scaling up phase.</p>				
Key action(s)	Time frame	Responsible	Tracking		
			Status	Comments	
2.1 Consultation workshop between Banks, MFIs, Ovens and producers to secure/facilitate the supply of paddy and formalize business relations between the actors	July to September 2020	UNERIZ/Rikolto			
2.2 Information and awareness workshop for UNERIZ members and producers on the franchise business model	July to September 2020	UNERIZ/Rikolto			
2.3 Extend the scaling up of the franchise model in all regions of Burkina. Elaboration of a capitalization document on the different stages of the franchise business model	October 2020 to December 2021	UNERIZ			
2.4 Support UNERIZ in the creation of a legal and economic entity for the autonomous management of the CFD business model;	July to December 2020	UNERIZ, Rikolto and other TFPs			
2.5 To continue strengthening the entrepreneurial capacities of UNERIZ, its members and individual incubators (Development of strategic management tools, business plan, financial education, etc.).	October to December 2020	UNERIZ, UDERD			
2.6 Develop communication tools based on the franchise model for wide dissemination to technical and financial partners, the Ministry in charge of women's entrepreneurship, and development partners involved in the parboiled rice VAD;	October 2020 to September 2021	UNERIZ			
Evaluation recommendation / point of attention 3	Using the approach for scaling up at the country level				
Management response	<p>Partially accepted</p> <p>The Interprofessional Rice Board (CIRB) has the necessary skills to carry out advocacy actions. The various programmes have helped to strengthen the capacities of the ICBR and its members in advocacy techniques and the conduct of the multi-stakeholder process. An advocacy plan has already been developed for 2019.</p>				

Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Development of a five-year strategic plan	July to September 2020	CIRB/Rikolto		

SESAME BURKINA

Evaluation recommendation / point of attention 1	Spare the efforts of interventions that do not have a direct effect on the quality of sesame seeds, such as the OHADA Act update process, access to credit, etc.			
Management response	<p>Partially accepted</p> <p>It is important for us to continue the process of updating the OHADA Act as it is a sine qua non requirement for cooperatives to have a Unique Identifier Number (UID) to open a bank account and access the financial products in question. Access to credit by UDPSN and its members will enable them to purchase inputs (seed and fertilizer) as well as post-harvest equipment (valves, blowers, tarpaulin, scales, moisture meter etc.) which are very important for obtaining very good quality sesame seeds. However, the actions that are directly related to the quality of sesame are cited in recommendation N*3. The following actions could be carried out in particular the training of leaders on good governance and the management of cooperatives according to the OHADA law, support for the setting up of a reliable database etc.).</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
Evaluation recommendation / point of attention 2	Focus on key interventions directly related to the organization's ability to be a reliable supplier of quality sesame grain Burkina.			
Management response	<p>Accepted</p> <p>This recommendation was accepted because although progress has been made, more work needs to be done if UDPSN is to be a reliable supplier of high quality sesame seeds.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Consolidate existing knowledge and orient towards agro-ecology/Accompany UDPSN in the design of technical data sheets for conventional and organic sesame production and define a dissemination strategy for wide adoption by producers.	May 2020 to June 2021	UDPSN/Rikolto		
2.2 To continue to strengthen the specific capacities of young people and women in production techniques by extending existing field schools and developing new fields.	July to September 2020	UDPSN/Rikolto		
2.3 Elaboration of production specifications for quality grain sesame and validation workshop by all stakeholders (producers, buyers,)	July to September 2020	UDPSN/Rikolto		

Evaluation recommendation / point of attention 3	Continue and consolidate the implementation of the actions started and then structure the implementation steps and methodology. In other words, highlight the methodological steps for the development of an inclusive business between the UDPSN and sesame exporters.			
Management response	<p>Accepted</p> <p>UDPSN's current challenge is to transform its business relationships with exporting companies (Golden Seed, KIRUT S.A, ETS Ouattara) into an inclusive business model in order to sustainably solve the problem of access to equipment, marketing and access to financing.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Continue to build the capacity of UDPSN and its members in the area of bundled marketing;	October to December 2020	INTERSEB- Rikolto-PTF sesame,		
3.2 Building the capacity of youth and women in agricultural entrepreneurship.	July to September 2020	INTERSEB- Rikolto-PTF sesame,		
3.3 Organization of a consultation workshop between UDPSN and exporting companies to identify bottlenecks hindering the development of an inclusive business model.	January to March 2021	INTERSEB- Rikolto-PTF sesame,		
Evaluation recommendation / point of attention 4	Provide the inter-professional association with a strategy and advocacy plan for an environment conducive to the promotion of sesame in Burkina Faso and at the international level. In the latter case, it will be necessary to work on networking the sesame inter-professions in the three countries before the end of the programme.			
Management response	<p>Not accepted</p> <p>INTERSEB already has a strategic plan. One of INTERSEB's current challenges is to take possession of the samples taken from the exported sesame to finance the sector. INTERSEB has obtained from the State a levy of 10FCFA/Kg exported which currently amounts to more than 1,000,000,000 FCFA. Unfortunately these funds from the levy are paid into the accounts of the public treasury. If this fund is made available to the actors of the sesame sector, it would enable them to pay for the financing of inputs (seed, fertilizers etc.), production and post-harvest equipment as well as the collection of sesame from their members. The Interprofession and its members will be financially autonomous. The following actions are planned for this purpose (National workshop to launch the grain sesame marketing campaign and conduct advocacy for the provision of resources from the grain sesame export collection).</p> <p>It should be noted that at the current stage in the programme, we do not see the relevance of moving towards a regional Interprofession</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments

RICE MALI

Evaluation recommendation / point of attention 1	For the remaining two years before the end of the project, focus on targeting institutional buyers and influencers of purchasing decisions			
Management response	Accepted Already in 2019, as part of our partnership with the PNRM, a study was carried out to identify other potential institutional buyers.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Organization of a national validation workshop for the study on institutional buyers	July to September 2020	PNPRM, IFRIZ and Rikolto		
1.2 Organization of a workshop with the mayors on the appropriateness of supplying school canteens with local rice	October to December 2020	PNPRM, IFRIZ and Rikolto		
1.3 Support the development of business relationships between suppliers and other identified institutional buyers, including school canteens.	July 2020 to December 2021	Rikolto, IFRIZ and PNRM		
Evaluation recommendation / point of attention 2	Emphasize also the direct support of POs and private companies in order to act on their contractualization capacity			
Management response	Accepted We consider the experience of institutional purchase of local rice with the Office Malienne des Produits Agricoles du Mali (OPAM), for the constitution of the intervention (food) stock, as a learning experience in contracting for IFRIZ members (OP and private). Consequently, our intervention should lead them to better contractualise and honour their contractual commitments.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Support suppliers in institutional markets (POs and private) to organize and structure their offers to meet institutional purchases	July 2020 to June 2021	Rikolto, IFRIZ and PNRM		
2.2 Conduct an annual evaluation of institutional procurement operations.	July 2020 to December 2021	Rikolto, IFRIZ and PNRM		
2.3 Capitalize on the current experience and draw the snow for the future.	May to July 2020	IFRIZ and Rikolto		
Evaluation recommendation / point of attention 3	We recommend that emphasis be placed on strengthening the capacity of IFRIZ to play an important role in advocacy and coordination of collective actions of the actors of the rice value chain in Mali.			

Management response	Accepted Our intervention with IFRIZ within the framework of the Mali programme is part of this dynamic. We want to make IFRIZ a reference framework for all rice policy issues in Mali.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 To support IFRIZ's participation in the state-industry consultation framework for the promotion of local rice (holding preparatory meetings with IFRIZ)	July 2020 to December 2021	Rikolto		
3.2 Encourage and support IFRIZ to focus on strategic issues/challenges related to the promotion of local rice	July 2020 to December 2021	Rikolto		
3.3 Support for the development of business relations between POs and private individuals within the inter-professional sector: advisory support and support for consultation meetings	July 2020 to December 2021	IFRIZ and Rikolto		
Evaluation recommendation / point of attention 3	Focus on capitalizing on the ARPASO business model through a case study before the end of the program. The case study may be disseminated if its relevance is confirmed.			
Management response	Partially accepted It is true that ARPASO's experience must be capitalized upon at the end of the process, but we must also work to further strengthen the achievements and ensure better ownership of ARPASO's economic project by all its members. This will ensure the sustainability of ARPASO's business model.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
4.1 To continue strengthening ARPASO's productive capacities by focusing on sustainable production practices and to support the organization to have an internal policy on this matter.	July 2020 to December 2021	ARPASO and Rikolto		
4.2. Support ARPASO to ensure an efficient supply of paddy to its processing unit.	June 2020 to June 2021	ARPASO and Rikolto		
4.3 Accompanying ARPASO in the promotion of its "San Malo" rice	June 2020 to June 2021	ARPASO and Rikolto		
4.4. Capitalizing on the ARPASO model	October to December 2021	ARPASO and Rikolto		

SESAME MALI

Evaluation recommendation / point of attention 1	Focus on improving FUBAS's capacity to deliver a structured supply of quality sesame. This implies a production and delivery plan with precise quantities.			
Management response	Accepted We are in this logic. Already in 2019, we supported FUBAS in developing a business plan whose implementation will take this recommendation into account.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Consolidate FUBAS's achievements in seed production and orient it towards agro-ecology	June 2020 to December 2021	Rikolto and FUBAS		
1.2 Consolidate and make sustainable FUBAS's database system on production and marketing statistics of its members, on the organisation's membership, and on the available factors of production.	June 2020 to June 2021	Rikolto and FUBAS		
1.3 Strengthen the FUBAS endogenous training system on sustainable production practices	June 2020 to December 2021	Rikolto and FUBAS		
Evaluation recommendation / point of attention 2	Draw all lessons from the process, with an emphasis on capitalizing on experience in order to document the methodological steps and structure the model for future interventions.			
Management response	Accepted We are in this logic of consolidating our assets and capitalizing on the FUBAS business model.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Continuing to strengthen the entrepreneurial capacity of FUBAS (consolidation of achievements)	May 2020 to June 2021	Rikolto		
2.2 Supporting FUBAS in the mobilization of working capital (internal resources and bank credits)	July 2020 to December 2021	Rikolto		
2.3 Continuing with the strengthening of access to market information for FUBAS members	July 2020 to December 2021	Rikolto and FUBAS		
2.4 Capitalization of the model	July to December 2021	Rikolto and FUBAS		
Evaluation recommendation / point of attention 3	We suggest focusing on improving the advocacy capacity of FUBAS, which should be developed at the risk of becoming fragmented.			

Management response	Partially accepted The advocacy objective of the programme is the operationalization of the National Strategy Document for the development of the sesame sector in Mali. Therefore, we need to work with the sesame inter-profession to achieve this objective, because FUBAS alone cannot carry out this advocacy. Especially since FUBAS is not a national organization.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 To continue with the dynamization (animation) of the national consultation framework of the actors of the sesame sector:	July 2020 to December 2021	Rikolto, FUBAS and Sesame Interprofession		
3.2 Support the sesame inter-profession and FUBAS to carry the multi-stakeholder process for the operationalization of the National Strategy for the development of the sesame sector in Mali.	July 2020 to December 2021	Rikolto		
3.3 Support the development of a clear interprofessional advocacy strategy and action plan for the interprofessions.	May to June 2020	Rikolto, FUBAS and Sesame Interprofession		

RICE SENEGAL

Evaluation recommendation / point of attention 1	Consolidate FEPROBA's management of paddy production and supply by completing the actions already started, but also by strengthening FEPROBA's capacities by equipping it with a rice supply and processing strategy.			
Management response	<p>Accepted</p> <p>The recommendation was accepted because it is in line with the logic of the programme, which seeks to enable FEPROBA to better manage its supply of paddy and white rice in order to improve its positioning on the national rice market while improving the quantity and quality of its supply. It is also observed that there is a need for FEPROBA to control its stocks of paddy and white rice that need to be marketed. This supply management will also make it easier for FEPROBA to interact with buyers on the basis of a clearly defined rice procurement and processing strategy.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 Mapping and diagnosis of the upgrading needs of huskers and processing units for the supply of rice meeting buyers' requirements.	September to November 2020	FEPROBA and Rikolto		
1.2 Develop a joint marketing scheme for FEPROBA paddy and rice	July to October 2020	FEPROBA and Rikolto		
1.3 Develop a business plan for the marketing of FEPROBA paddy and milled rice.	September to November 2020	FEPROBA and Rikolto		
1.4 Develop an online database for production management and information on the quantities of paddy and white rice to be marketed.	May to June 2020	FEPROBA and Rikolto		
1.5 Design a mobile/sms application for data collection (web to sms and sms to web) on quantities produced and to be marketed to feed the database.	May to June 2020	FEPROBA and Rikolto		
1.6 Train FEPROBA relays on data collection and use of the platform.	June to August 2020	FEPROBA and Rikolto		
1.7 Training members of marketing unions on quality	June to September 2020	FEPROBA and Rikolto		
1.8 Support the mobilization of working capital for the purchase of paddy from the producers.	August to October 2020	FEPROBA and Rikolto		
1.9 Organize a meeting of the stakeholder platform for a negotiation on rice prices.	November to December 2020	FEPROBA and Rikolto		
Evaluation recommendation / point of attention 2	Emphasize the improvement of marketing and commercial capacities through a marketing plan, a promotion strategy, a pricing policy and commercial management tools.			

Management response	<p>Accepted</p> <p>This recommendation complements the first one above. Its implementation will enable FEPROBA to have a clear marketing strategy for its paddy and white rice.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Organize 02 animation meetings of the multi-stakeholder rice platform of the Anambé basin on contractualization.	October to November 2020	FEPROBA and Rikolto		
2.2 Support the development and implementation of a white rice marketing strategy	March to May 2021	FEPROBA and Rikolto		
2.3 Support the evaluation of the marketing strategy for corrective action	November to December 2021	FEPROBA and Rikolto		
2.4 Supporting market exploration for white rice	March to June 2021	FEPROBA and Rikolto		
Evaluation recommendation / point of attention 3	Provide CIRIZ with an advocacy strategy and action plan while strengthening the intrinsic capacities of the organization.			
Management response	<p>Accepted</p> <p>This recommendation is accepted because, in our view, its implementation will contribute to the achievement of the programme's objective, which is to improve the value chain environment by empowering the inter-professions to carry out advocacy actions.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Support the analysis of the CVA and the development of an advocacy plan and strategy for CIRIZ.	July to November 2021	Rikolto and CIRIZ		
3.2 Support for the updating of the CIRIZ strategic plan	April to July 2021	CIRIZ and Rikolto		

SESAME SENEGAL

Evaluation recommendation / point of attention 1	Plan capitalization through a case study aimed at highlighting the capacities of FENPROSE in particular and of a PO in general to manage sesame and grain production.			
Management response	<p>Accepted</p> <p>Over the years, FENPROSE has tried to put in place a management model for the production of sesame seeds and grains based on the use of quality inputs, the use of environmentally friendly techniques in close collaboration with the technical services of the State. If at the apex level the approach is well understood, this is not yet the case in some of its member FOs. This capitalization will help disseminate production management practices throughout the organization.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 To analyse production management in the different FENPROSE POs and to identify good practices.	June to October 2020	FENPROSE and Rikolto		
1.2 Disseminate good management practices	January to June 2021	FENPROSE		
Evaluation recommendation / point of attention 2	The exit strategy should focus on developing FENPROSE's trade capacity and abandon the development of a business model with a potential buyer.			
Management response	<p>Accepted</p> <p>FENPROSE has certainly made progress in production management, but to help its member producers improve their income efforts must be made at the marketing level. Although FENPROSE has designed its marketing strategy, it would benefit from strengthening its commercial capacities.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Implementing the production and marketing bundling strategy	September to December 2020	FENPROSE		
2.2 Support for the appropriation of the database for its use for marketing purposes	September to December 2020	Rikolto and FENPROSE		
2.3 Conduct negotiations or develop collaborative relationships with major sesame buyers	September to October 2020	FENPROSE		
2.4 Set up a mechanism at the level of each PO to implement the marketing strategy.	August to September 2020	FENPROSE		

Evaluation recommendation / point of attention 3	We suggest focusing on strengthening the advocacy capacity of FENPROSE through the revision of the advocacy strategy if it exists, and its development if necessary. The aim is to make FENPROSE effective in advocacy in the long term.			
Management response	<p>Accepted</p> <p>Sesame is a speculation that can make a major contribution to the fight against poverty and unemployment, particularly for the benefit of women and young people. Indeed, sesame allows producers to obtain monetary income in addition to the oil that producers make from its grains. However, the value chain is experiencing limited development due to a lack of support from the public authorities. A well-developed advocacy strategy can help</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Identifying advocacy themes and building the case	September to October 2020	FENPROSE and Rikolto		
3.2 Developing an advocacy plan	October to December 2020	FENPROSE and Rikolto		
3.3 Planning and organizing advocacy activities	January to June 2021	FENPROSE and Rikolto		
Evaluation recommendation / point of attention 4	We suggest strengthening FENPROSE's commercial capacities in order not to disperse.			
Management response	<p>Not accepted</p> <p>It is identical to the recommendation #2</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments

BANANA SENEGAL

Evaluation recommendation / point of attention 1	Capitalize and disseminate good practices to consolidate the strategy			
Management response	<p>Accepted</p> <p>APROVAG regularly organises capacity building for producers with adoption rates by producers that are just acceptable. In order to encourage better adoption by producers, a capitalisation of experiences could help to remedy the dissatisfactions observed</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
1.1 To assess the situation regarding the content of training on good banana production practices	May to June 2020	APROVAG and Rikolto		
1.2 Take stock of the training methods used	May to June 2020	APROVAG and Rikolto		
1.3 Develop a new training approach more adapted to producers' realities	September to October 2020	APROVAG and Rikolto		
1.4 Disseminating good production practices	November 2020 to December 2021	APROVAG		
Evaluation recommendation / point of attention 2	As a business model we suggest focusing on marketing capacity building through support to the definition and implementation of a sustainable banana marketing strategy.			
Management response	<p>Accepted</p> <p>APROVAG's current marketing strategy is heavily dependent on wholesalers. This prevents the federation from taking better advantage of the existing market potential for bananas. The improvement of its marketing strategy is necessary.</p>			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
2.1 Consolidating the option of diversifying market opportunities	July to November 2020	APROVAG		
2.2 Facilitating access to marketing logistics equipment	May to August 2020	APROVAG and Rikolto		
2.3 Develop and implement the commercialization plan	October to November 2020	APROVAG and Rikolto		
Evaluation recommendation / point of attention 3	In the remaining time of the project, we suggest that the focus should be on equipping the interprofessional organization with an advocacy strategy and action plan.			

Management response	Accepted The quality of bananas produced in Senegal is not yet very high despite the enactment of standards for banana production and transport. Stakeholders complain of a lack of means to comply with the standards. Advocacy will seek to mobilize the necessary support from the state to improve the quality of local banana production.			
Key action(s)	Time frame	Responsible	Tracking	
			Status	Comments
3.1 Identifying advocacy themes and building arguments (development of terms of reference)	October to November 2020	UNAFIBS and Rikolto		
3.2 Planning and organizing advocacy activities	December 2020 to June 2021	UNAFIBS and Rikolto		
3.3 Supporting the implementation of the advocacy strategy	December 2020 to June 2021	UNAFIBS and Rikolto		