

SUMMARY ACTIVITY REPORT: SUPPORT TO THE IER COMMODITY SUBSECTOR ECONOMICS PROGRAM DESIGN WORKSHOP

by

Duncan Boughton and James Shaffer¹

1. Introduction

This report covers a TDY mission by Duncan Boughton (11/23/93 to 12/17/93) and James Shaffer (12/4/93 to 12/10/93) to assist IER in the design of a commodity subsector economics research program. Boughton's participation was supported by the SPARC project and Shaffer's by the ARTS/FARA/TDT funded "Strategic Planning" add-on to the USAID MSU Food Security II Cooperative Agreement.

Commodity subsector ("filière") studies were included as part of IER's 12-year strategic plan developed in collaboration with ISNAR during 1989 and 1990. The first six-year phase of the strategic plan is being implemented with support from USAID/Mali through the SPARC project and from the World Bank. Following the decision earlier this year to restructure IER into 16 research programs, 14 commodity programs and two cross-cutting programs (Commodity Subsector Economics and Farming Systems and Natural Resource Management), IER is now seeking to define the content of the Commodity Subsector Economics program and its organizational linkages to other programs.

Since January 1991, IER and MSU have been collaborating on a maize subsector study (financed by USAID/Mali and the PRMC). From the outset of this study, IER gave high priority to the development of methods and institutional linkages in order to serve as a foundation for the new commodity subsector economics program. In this regard, the study received considerable assistance from the PRISAS project, both in the design and implementation of rapid reconnaissance activities and contact with researchers in other countries in the region. The provision of case study materials and methods as input to the design workshop is an important payoff to USAID/Mali's investment in the maize subsector study.

¹ The authors are respectively Graduate Research Assistant and Professor, Department of Agricultural Economics, Michigan State University (MSU). The implementation of this activity was truly collaborative, both within and between institutions. We would like to express our sincere thanks to Bakary Coulibaly, Alpha Maïga, Ousmane Sanogo, and Bino Témé of the workshop steering committee at IER, Linda Clebowski and Tim Schilling of Texas A&M University, and Eric Crawford, Josué Dioné, Janet Munn, John Staatz, Jim Tefft and Mike Weber of MSU.

2. TDY Objectives and activities

The primary objective of the TDY was to provide assistance to IER in implementing a design workshop for the Commodity Subsector Economics (CSE) Program that would identify priorities and content for the program's initial phase. Specific activities during the TDY included the following:

- major input to the development of the IER commodity subsector design workshop program and materials;
- presentations to two plenary sessions of the workshop based upon the Mali maize subsector study, and one to IER research program leaders on the role of agricultural research in food system development;
- participation in two commodity working groups (rice and horticultural crops, and rainfed cereals and cowpeas);
- workshop synthesis activities focused on initial prioritization of commodity subsectors and activities for the first three years of the commodity subsector economics program;
- initial identification of longer term backstopping and training needs for the Commodity Subsector economics program;
- initial discussions on the feasibility of a regional workshop through the PRISAS program in order to enable IER researchers to better design and implement their research within a regional trade dimension.

Rather than going into detail on all aspects of these activities, the following paragraphs discuss some of the key features and concerns raised.

3. Workshop program and activities.

The CSE program design workshop (December 6-11) had two major objectives. First, because the CSE program is entirely new, the workshop aimed to inform and build a consensus among research program leaders and their counterparts in the extension services about the nature and potential role of subsector studies. Second, the workshop sought to engage the actors' expertise in identifying key constraints and research questions facing key subsectors, and working out how the CSE program could work together with them in overcoming those constraints. A list of participants is attached.

The workshop program was developed by a steering committee comprised of Bakary Coulibaly (head DPAER), Bino Témé (head DRSPR), Alpha Maïga (DRSPR) and Ousmane Sanogo (Coordinator DPAER). The committee was also assisted by Josué Dioné (INSAH/PRISAS) and Jim Tefft (SIM), who have substantial experience in research design workshops and subsector studies.

The workshop involved three phases (see attached program). The first phase involved formal presentations and discussion of the subsector approach, using maize as a case study, and presentations on livestock and cereal marketing by OMBEVI and the SIM.

For the second phase, the workshop was broken up into commodity working groups in order to identify major subsector constraints and the role of research in addressing them. The groups used a matrix to guide their discussions (see Matrix A attached). The rows of the matrix represent the different stages of the subsector. The first four columns involve descriptive information, including the current situation and trends, interactions with other subsectors, current policies and effects, and actors involved at different stages of the subsector. The second four columns are more analytical in nature, involving the identification of constraints at national and regional level (if applicable), activities currently underway to address these constraints, and the areas where research has a contribution to make. The results of this activity were then presented by each group in plenary session and discussed. With the exception of the livestock working group, each of the other groups worked on a single commodity.

For the final phase of the workshop, the different working groups focussed on the task of specifying research objectives and questions to be addressed. The working groups again used a matrix as a guide (see Matrix B). Once detailed questions were adequately specified, the groups sought to determine what information was available and where, and what information needed to be generated by research. The respective roles of the CSE program and other research programs were also defined.

The workshop format was very successful overall, given the very tight time constraints both for preparation and the duration of the workshop itself. The concepts and role of a subsector approach were clearly endorsed by the participants, and the constraint identification matrix was particularly successful in engaging the different disciplines in a constructive discussion. The detailed research design matrix was useful in developing specific objectives and questions, but the part dealing with the role of different programs in research needs to be modified to make its purpose clearer.

4. Workshop follow-up activities: prioritization of subsectors and outline program for the first three years

Following the workshop, the steering committee allocated three days to the task of translating the wealth of diagnostic information and potentially researchable questions generated by the workshop into a manageable and realistic program. Two principles guided this task. First, personnel resources available to the program are limited in number and experience. Second, in view of the diagnostic role of subsector studies, and the limited amount of information available to a new program, it is important to keep the program flexible and responsive. The first task undertaken was to identify priority subsectors for study. For commodity subsectors identified as having highest priority, an outline program of work for the first three years was developed. A preliminary assessment of longer term backstopping needs was also discussed, and will be developed in more detail in January. An outline of the draft program proposal report to be prepared by the steering committee was also developed.

4.1 Initial prioritization of commodity subsector research activities

Given the very limited personnel resources available to the CSE program, it was essential to prioritize the different commodities that could potentially be studied. Each subsector was ranked according to the following criteria:

1. Importance to the economy (maximum 10 points)
 - share of GNP
 - share of export earnings
2. Severity of problems in the subsector (maximum 15 points)
 - supply and demand instability/imbalance
 - input delivery and credit
 - marketing and processing
3. Existing state of knowledge/potential contribution of research (maximum 5 points)
4. Development potential of the subsector (maximum 10 points)
 - potential for expansion of demand
 - potential for expanding supply

The top six ranking subsectors were:

- | | |
|-------------------------|--------------------|
| 1. Cattle | 4. Sheep and goats |
| 2. Rice | 5. Fisheries |
| 3. Groundnuts (peanuts) | 6. Millet/Sorghum |

A complete ranking is given in the draft program proposal written up by Bakary Coulibaly in collaboration with the steering committee.² This ranking is provisional and subject to review by IER management.

4.2 Activities for the first three years

In view of the limited personnel resources available to the Commodity Subsector Economics Program, and the number and complexity of potentially researchable questions identified by the design workshop, three subsector studies are proposed for the first three years: rice, livestock, and groundnuts.³ The first two will have a team of three initially, composed of the following members:

Rice:

2 economists
1 agronomist

Livestock:

1 economist
1 livestock scientist
1 sociologist

The first phase of the subsector studies will involve an initial subsector appraisal in order to prioritize and better define the constraints to be addressed in subsequent phases. Specific tasks will include a comprehensive literature review, informal surveys in order to better understand and incorporate the perspectives of different actors in the subsector (especially the private sector), and secondary data analysis (e.g., marketing margins). In the case of the livestock sector, careful attention will need to be given to defining the different subsectors and their interactions because of the relatively large number of products and by-products involved. The USAID funded APEX project will be a key collaborator in accomplishing this task. For the rice subsector, which is relatively simpler and better documented than the livestock subsector, more attention can be focussed on synthesizing existing information relevant to problems identified in the workshop. The Market Information System (SIM/OPAM) will be a key collaborator for the rice subsector study. The head of the SIM has been undertaking a study of the impact of small-scale rice dehullers on the organization of rice marketing in the Office du Niger zone for his Master's thesis at MSU. For both subsectors, the opportunities and problems posed by the recent devaluation of the FCFA will be a key concern.

On the basis of this initial appraisal, a limited number of in-depth studies of constraints identified during the workshop (and/or raised in the course of the initial

² IER/DPAER. Janvier 1994. "Programme de Recherche en Economie des Filières". Bamako: Ministère du Développement Rural.

³ Initially, two subsector studies were proposed. Groundnuts were added following the devaluation of the FCFA on January 12th, 1994.

appraisal) will be formulated in cooperation with other IER programs, the private sector and development organizations. These programs will be submitted to the relevant regional and technical commissions in early 1995, and implemented over the following 12 - 15 months.

The need for a high degree of collaboration between the CSE program and the farming systems and commodity research programs is recognized. A key task of the initial subsector appraisal phase will be to develop productive working relationships with these programs, and with the private sector. This will be accomplished partly through interaction in the course of informal surveys and consultative meetings, and also through the establishment of an advisory committee for each team that will meet regularly during the first year to discuss the teams findings and workplans. Plans for the in-depth studies and activities to be undertaken in the second and third years will specify concrete responsibilities for all parties involved. These plans will likely include the placement of CSE team members at regional centers or stations for varying periods of time.

4.3 Future training and backstopping needs for the IER Commodity Subsector Economics Program

Following the program design workshop, detailed discussions were held with IER management and MSU faculty to develop a backstopping program tailored to the specific needs of the new commodity subsector economics program. We first present the conceptual approach, and then the specific objectives and content of the backstopping activity as agreed in principle with IER management. The proposed program of activities covers the first set of subsector studies to be undertaken over approximately three years.

4.3.1 Approach

The backstopping program needs to be very flexible for three reasons. First, the subsector approach is diagnostic. It aims to identify important and solvable problems that are relevant to the concerns of policymakers and research program leaders. Because commodity subsectors are complex and dynamic, particularly so during the current period of structural adjustment and market liberalization in Mali, the process of defining researchable problems must be iterative rather than linear. This principle has been further reinforced by the 50% devaluation of the FCFA in January 1994, that will radically alter the financial profitability of activities in the priority subsectors identified. Second, the CSE program is new and the researchers who will belong to it have had only limited exposure and experience with the approach. Finally, IER has not yet completed its restructuring process and the final staffing of the CSE program is not known for certain. Consequently, the backstopping program must be flexible enough to respond to the specific needs of the program as they evolve.

Hence the proposed program sets out the general objectives and estimated personnel requirements for the key early phases of the program, covering the period through September 30th, 1996. Specific terms of reference would be developed for each backstopping mission by the CSE program leader and MSU.

4.3.2 Resource persons and tentative activity calendar

The initial research activities of the CSE program can be divided into three phases. The first phase involves orientation of CSE program researchers to the subsector approach and methods, preliminary descriptive analysis of priority subsectors, and initiation of a dialogue between CSE researchers and the private sector, policymakers and IER's technical research programs to identify key problem areas. This phase will take approximately six months. The second phase involves the design, implementation and analysis of in-depth studies that will inform the design of technological, policy or institutional innovations to alleviate problems identified in the first phase. This phase will take approximately 12 - 15 months. The third phase involves active dialogue with CSE research users (private sector, policymakers, extension workers, technical scientists) on the results of the second phase in order to implement solutions, and preparatory work for new commodity subsector studies. The time requirements for each phase are indicative, and will depend on the complexity of the subsector, how rapidly it is changing, and the number and type of problems addressed by in-depth studies.

4.3.2.1 **Phase 1 of CSE program (approx 6 months)**

Objectives

1. Orientation of CSE researchers in role and approach of commodity subsector research;
2. Provide case studies of commodity subsector research conducted elsewhere in Africa;
3. Familiarization of CSE researchers with research planning tools and research methods commonly used in commodity subsector research;
4. Assistance with organization of a descriptive analysis of key subsectors based on literature review, analysis of secondary data, and limited rapid reconnaissance;
5. Training in use of software for secondary data analysis (e.g. SPSS, QPRO);
6. Assistance with identification of priority researchable problems to be addressed in consultation with policymakers and IER research program leaders

Activities and estimated resource requirements

1. Orientation workshop for all CSE program researchers (objectives 1-4), tentatively scheduled for June or July 1994. 1-1.5 person months. Eric Crawford, Jim Tefft, Duncan Boughton.
2. Computer training and participation in rapid reconnaissance activities as follow-up to orientation workshop. 1 person month. Jim Tefft.
3. Two backstopping missions to follow up on objectives 4 and 6. 1 person month. Eric Crawford or John Staatz, Duncan Boughton and/or Jim Tefft.

4.3.2.2 Phase 2 of CSE program (12 - 15 months)

Objectives

1. Assistance with conceptualization of in-depth studies, including identification of key problem areas, definition of research questions, identification of disciplines involved;
2. Assistance with identification of appropriate analytical techniques, data requirements, design and testing of survey instruments;
3. Assistance with analysis, interpretation and write up of research results, and dialogue with policymakers and research/extension program leaders.

Activities and estimated resource requirements

1. Two backstopping missions (one for each major subsector) for objectives 1-3. 1 person month.
2. Specialist computer software training/analytical support. 0.5 - 1 person month.
3. Two backstopping missions (one for each major subsector) for objectives 4. 1 person month.

4.3.2.3 Phase 3 of CSE program (9 - 12 months)

Objectives

1. Assist with final analysis and interpretation of in-depth studies;
2. Facilitate dialogue with users of CSE research results in order to develop technological, institutional or policy innovations;
3. Assist CSE program researchers to evaluate approach and methods used in first subsector studies;
4. Assist CSE program researchers in developing workplan for second round subsector studies, and monitoring introduction of innovations resulting from first round studies.

Activities and estimated resource requirements

1. Two backstopping missions (one for each major subsector) for objectives 1 and 2. 1 person month.
2. Two backstopping missions (one for each major subsector) for objectives 3 and 4. 1 person month.

WORKSHOP PARTICIPANTS¹

Commodity group 1: Millet/Sorghum/Maize/Cowpea

Aboubacar TOURE	IER/CRRA Sotuba	Head, Sorghum Program INTSORMIL Coordinator Breeder (Ph.D.)
Samba TRAORE	IER/CRRA Niono	Head, Cinzana Research Station Head, Millet Program Agronomist (M.S.)
Mamadou TOURE	IER/CRRA Mopti	Head, Mopti Research Station Head, Cowpea Program Breeder (Ph.D.)
Ntji COULIBALY	IER/CRRA Sotuba	Head, Maize Program Agronomist (M.S.)
Ousmane SANOGO	IER/Bamako	Coordinator, Commodity Subsector Economics Program Agricultural Economist (DEA)
Noumoutié DIAKITE	OHVN	Head, Research-Development Liaison Section Agronomist (Ing. d'Agriculture)
Augustin DEMBELE	USAID Mali	Agricultural Development Office Agronomist (M.S.)
Alpha S. MAIGA	IER/Bamako	Farming Systems and Natural Resource Management Program Agricultural Economist (Ph.D.)
Ibrahima GOITA	IER/CRRA Sotuba	Head, Cereal Technology Lab Technology (M.S.)

1	<p>CNRA CRRA DNE DPAER INSAH/PRISAS</p> <p>IPR ODIMO OHVN OMBEVI ON OPAM SIM SRA SRZ</p>	<p>Comité National de Recherche Agricole Centre Régionale de Recherche Agronomique Direction Nationale de l'Elevage Département Planification Agricole et Economie Rurale Institut du Sahel, Projet Régional de Renforcement Institutionnel en Matière de Recherche sur la Sécurité Alimentaire au Sahel Institut Polytechnique Rurale de Katibougou Office de Développement Intégré du Mali Ouest Office de la Haute Vallée du Niger Office Malien du Bétail et de la Viande Office de Niger Office des Produits Agricoles du Mali Système d'Information sur les Marchés Station de Recherche Agronomique Station de Recherche Zootechnique</p>
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Commodity group 2: Rice/Horticultural Crops

Mamadou N'DIAYE	IER/CRRA Niono	Head, Niono Research Station Head, Irrigated Rice Program Crop/soil scientist (Doctorat)
Mamadou SIMPARA	IER/CRRA Sikasso	Head, Sikasso Research Station Head, Lowland Rice Program Agronomist (Ing. d'Agriculture)
Mamadou KANTE	IER/Bamako	Coordinator, Horticultural Crop Program Agronomist (Ing. d'Agriculture)
Alpha Oumar KERGNA	IER/Bamako	Researcher, Commodity Subsector Economics Program Agricultural Economist (M.S.)
Amadou CAMARA	USAID Mali	Agricultural Development Office Agricultural Economist (M.S.)
Abdrmane TRAORE	OPAM/SIM	Economist
Mamady DEMBELE	Chamber of Agriculture	Agronomist
Mamadou Kale SANOGO	ON	Head, Agricultural Services Agronomist

Commodity group 3: Cotton and Groundnuts

Boubacar TRAORE	IER/CRRA Sikasso	Head, Cotton Research Program Agronomist (DEA)
Mamadi S. DOUCOURE	IER/CRRA Sikasso	Researcher, Farming Systems and Natural Resource Management Program (Sikasso section) Agricultural Economist (M.S.)
Antimé SAGORA	IER/CRRA Niono	Coordinator, on-farm trials for Cinzana Research Station Extension (M.S.)
Amadou Moctar THIAM	IER/Bamako	Coordinator Commodity Subsector Economics Program Statistics (Doctorat)
Gaoussou KEITA	ODIMO	Head, Monitoring and Evaluation Division Agronomist (Ing.)

Josué DIONE	INSAH/PRISAS	Head, PRISAS program Agricultural Economist (Ph.D.)
Bino TEME	IER/Bamako	Head, Farming Systems and Natural Resource Management Program Agricultural Economist (Doctorat)
Commodity group 4: Livestock		
Mamadou COULIBALY	IER/CRRA Sotuba	Head, Sotuba Livestock Research Station Head, Cattle Research Program Animal Geneticist (M.S.)
Aly KOURIBA	IER/CRRA Samé	Director, Samé Regional Agricultural Research Center Livestock Science (Doctorat)
Hamidou NANTOUME	IER/CRRA Samé	Head, Kayes Livestock Research Station Head, Small Ruminant Program Livestock Science (M.S.)
Zana DIOURTE	IER/Bamako	Researcher, Commodity Subsector Economics Program Livestock Science (Ing.)
Abou DOUMBIA	OMBEVI	Statistics Division Economist
Ibrahim DIALLO	DNE	Head, Statistics Division Livestock Science (M.S.)
Modibu SYLLA	IER/CRRA Sotuba	Poultry Research Program
Hamadi DICKO	IER/Bamako	Director, SPARC project Permanent Secretary CNRA Livestock Science (M.S.)
Makan FOFANA	IEP/CRRA Sotuba	Coordinator, Farming Systems and Natural Resource Management Program (OHV section) Agricultural Economist (M.S.)

Commodity group 5: Forestry and Inland Fisheries

Ibrahim N'DIAYE	IER/Bamako	Head, Gum Research Program Coordinator, Forestry and Hydrobiological Research Department
Modibo SIDIBE	IER/Bamako	Coordinator, Forestry and Hydrobiological Research Department Coordinator, ICRAF Forestry (Doctorat)
Hamadou MAIGA	IER/CRRA Sotuba	Researcher, Farming Systems and Natural Resource Management Program (Mopti section) Agricultural Economist (Ph.D.)
Tagilifi MAIGA	IER/Bamako	Researcher, Farming Systems and Natural Resource Management Program (OHV section) Agricultural Economist (Ph.D.)
Youssuf DIARRA	IER/Bamako	Researcher, Commodity Subsector Economics Program Sociologist (DEA)
Abdoul Kassim SANGARE	IPR Katibougu	Head, Training in Rural Economy Research Department Professor of Rural Economy Economist (DEA)
Tiéma NIARE	IER/CRRA Mopti	Head, Hydrobiology Lab Mopti Head, Fisheries Resources Program Biologist (Doctorat)
Bakary S. COULIBALY	IER/Bamako	Head, Commodity Subsector Economics Program Agricultural Economist (M.S.)

SEMINAIRE POUR LA CONCEPTION DU SOUS-PROGRAMME ECONOMIE DES FILIERES-IER

HORAIRE	LUNDI 6	MARDI 7	MERCREDI 8	JEUDI 9	VENDREDI 10	SAMEDI 11
9 ^h 00 - 9 ^h 15	Introduction	OMBEVI - Evolution des marchés bétail	Travail en groupes filières - phase 1	Présentations résultats phase 1 par groupe filière et discussion	Travail en groupes filières - phase 2	Présentations des projets de recherche filière et discussion
9 ^h 15 - 9 ^h 45	Approche filière	Discussion	Identification des domaines où la recherche est interpellée		Conception des projets de recherche filière	
9 ^h 45 - 10 ^h 45	Discussion					
10 ^h 30 - 11 ^h 00	PAUSE CAFE	PAUSE CAFE	PAUSE CAFE	PAUSE CAFE	PAUSE CAFE	PAUSE CAFE
11 ^h 30 - 11 ^h 45	Etude filière maïs I: - évolution historique - reconnaissance rapide de la situation actuelle	SIM - pour comprendre le comportement des marchés céréaliers - cas de la filière riz	Travail en groupes filières - phase 1 (suite)	Présentations résultats phase 1 par groupe filière et discussion (suite)	Travail en groupes filières - phase 2	Présentations des projets de recherche filière et discussion (suite)
11 ^h 45 - 12 ^h 30	Discussion	Discussion			Conception des projets de recherche filière (suite)	
12 ^h 30 - 13 ^h 30	DEJEUNER	DEJEUNER	DEJEUNER	DEJEUNER	DEJEUNER	DEJEUNER
13 ^h 30 - 14 ^h 00	Etude filière maïs II: - Matrice de Planification de Recherche (MPR) - Etudes approfondies	Formation des groupes de travail et liaison entre les travaux de groupe et conception des projets de recherche	Travail en groupes filières - phase 1 (suite)	Approche pour la conception des projets de recherche filière	Travail en groupes filières - phase 2	Présentations des projets de recherche filière et discussion (suite)
14 ^h 00 - 15 ^h 00	Discussion	Discussion		Discussion	Conception des projets de recherche filière (suite)	Clôture

FILIERE: _____

SOUS-FILIERE: _____

MATRICE A

MATRICE D'IDENTIFICATION DES CONTRAINTES ET DOMAINES DE RECHERCHE-FILIERE

ETAPE DE LA FILIERE	Situation actuelle et tendances	Interactions avec d'autres filières	Politiques actuelles et influences	Intervenants et activités	CONTRAINTES		Activités en cours pour solutionner les contraintes	Domaines où la recherche est interpellé
					Niveau nationale	Echanges Régionaux		
APPROVISIONNEMENT EN INTRANTS - semences - aliment bétail - produits chimiques - matériel agricole - crédit								
PRINCIPAUX SYSTEMES DE PRODUCTION AU NIVEAU PAYSAN	A							
	B							
	C							
COMMERCIALISATION - regroupement - transport - conditionnement - stockage - distribution								
TRANSFORMATION - primaire - secondaire								
CONSOMMATION - produits - sous-produits								

FILIERE: _____
 SOUS-FILIERE: _____

MATRICE B

MATRICE DE PLANIFICATION DE RECHERCHE-FILIERE

ETAPE DE LA FILIERE	Objectifs de recherche	QUESTIONS DE RECHERCHE		INFORMATIONS		ACTIVITES DE RECHERCHE		Intervenants et responsabilités dans la conduite des activités de recherche filière
	(questions générales)	Questions spécifiques	Composantes et/ou intervenants de la filière	Disponible /sources	A rechercher	Autres programmes	Programme filière	
APPROVISIONNEMENT EN INTRANTS - semences - aliment bétail - produits chimiques - matériel agricole - crédit								
PRINCIPAUX SYSTEMES DE PRODUCTION AU NIVEAU PAYSAN	A							
	B							
	C							
COMMERCIALISATION - regroupement - transport - conditionnement - stockage - distribution								
TRANSFORMATION - primaire - secondaire								
CONSOMMATION - produits - sous-produits								