COMITE PERMANENT INTER-ETATS DE LUTTE CONTRE LA SECHERESSE DANS LE SAHEL
PERMANENT INTERSTATE COMMITTEE FOR DROUGHT CONTROL IN THE SAHEL
COMITÉ PERMANENTE INTER-ESTADOS DE LUTA CONTRA A SECA NO SAHEL
اللجنة الدائمة المشتركة لمحاربة التصحر في الساحل

Benin Burkina Faso Cape Verde Côte d'Ivoire Gambia Guinea Guinea-Bissau Mali Mauritania Niger Senegal Chad Togo

CILSS 2050 STRATEGIC PLAN

A vision and sustainable actions for the resilience of sahelian and west african populations

October 2022

CILSS 2050

STRATEGIC PLAN

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS

ACCIC	Support to Climate Change Adaptation in West Africa by
ACMAD	African Center for Meteorological Applications for Development
AFD	French Development Agency
AGRHYMET	Agro-Hydro-Meteorology
AMESD	African Monitoring of Environment for Sustainable Development
ARAA	Regional Agency for Agriculture and Food (ECOWAS)
BOAD	West African Development Bank
BRICKS	Building resilience through innovation, communication and knowledge services project
CAMES	African and Malagasy Council for Higher Education
CCGE	Conference of Heads of State and Government
CH	Harmonized Framework
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel
CM	Council of Ministers
COAHP	West African Committee for Pesticides Registration
CONACILSS	CILSS National Committee
COP	Paris Climate Conference of the Parties
CORESA	West Africa Regional Food Security Council
CRA	AGRHYMET Regional Centre
CSA-CDA	Committee on World Food Security
CSP	Sahelian Pesticides Committee
ECOAGRIS	ECOWAS Integrated Regional Agricultural Information System (ECOAGRIS)
ECOWAP	ECOWAS Common Agricultural Policy
ECOWAS	Economic Community of West African States
EDF	European Development Fund
EU	European Union
FAO	Food and Agricultural Organisation
GCF	Green Climate Fund
GHG	Greenhouse gases
HRM	Human Resources Management
IFAD	International Fund for Agricultural Development

INSAH	Sahel Institute
ISACIP/ AfriClimServ	Institutional Support Project for African Climate Institutions
LCD	Combating desertification
MESA	Monitoring Environment and Security in Africa Programme
MSU	Management Support Unit (CILSS)
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NRM	Natural Resource Management
NRM/CC	Natural Resource Management/ Climate Change
P2RIAS	Strengthening Resilience to food insecurity in the Sahel project
P2RS	Building Resilience to food and nutrition insecurity in the Sahel Programme
PAGR-SANAD	Project to Improve Governance for Resilience, Food and Nutrition Security and Sustainable Agriculture in West Africa
PARIIS/SIIP	Sahel Irrigation Initiative Project
PAU/UEMOA	UEMOA Agricultural Policy
PEPISAO	Integrated and Secure Livestock and Pastoralism in West Africa Project
PRA	Regional Support Programme (CILSS)
PRA/Markets	Regional Support Programme for Access to Markets for Agricultural and Agri-Food Products
PRA/ME	Regional Water Control Support Programme
PRA/SA	Regional Support Programme on Food Security
PRAPS	Sahel Regional Pastoralism Support Programme
PREDIP	Regional Dialogue and Investment Project for Pastoralism and Transhumance in the Sahel and Coastal Countries of West Africa
PREGEC	Crisis Prevention and Management
PRESAGG	Seasonal forecast for the Gulf of Guinea countries
PRESASS	Seasonal forecast for the Sahel and Sudanian area
PRGDT	Regional Sustainable Land Management Programme
RESIMAO	West African Market Information Systems Network
RPCA/FCPN	Food Crisis Prevention Network
RPMC	Regional Programming and Monitoring Committee
SA	Food Security
SAFAGRI	African Agricultural Show
SAN	Food and Nutrition Security
SE	Executive Secretariat/Executive Secretary

SEA/DES	Deputy Executive Secretary
SP/ CONACILSS	Permanent Secretary of CONACILSS
SWAC/OECD	Sahel and West Africa Club
UAM/AFC	Management Support Unit Administration, Finance and Accounting
UAM/CID	Management Support Unit Communication, Information and Documentation
UAM/SEPVSG	Management Support Unit Monitoring, Evaluation, Planning, Strategic Watch and Gender
UEMOA	West African Economic and Monetary Union
UNEP	United Nations Environment Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
USAID	US Agency for International Development
WASCAL	West African Science Service Centre on Climate Change and Adapted Land Use
WFP	World Food Programme
WHO	World Health Organization
ZLECaf	African Continental Free Trade Area

01

INTRODUCTION

1. Introduction

1.1. Background and rationale

The Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) was created on 12 September 1973 with a mandate to ***invest in the search for food security and combating the effects of drought and desertification, for a new ecological balance in the Sahel. Fifty years*** of existence have enabled it to establish its reputation in the fields of Food and nutrition security (FNS), desertification and drought control (LCD), natural resource management (NRM), water control, demographic issues, intra-regional trade promotion, etc., in the countries, at the regional level and international level. Thus, CILSS, through its various instruments and tools for the governance of food and nutrition security and natural resource management in its field of intervention, has helped CILSS and ECOWAS Member States to prevent and better manage food and nutritional crises and natural disasters. Examples include the deployment and effective implementation of the reference tool for food insecurity vulnerability analysis, the «Cadre Harmonisé (CH)», the facilitation and regular functioning for decades of technical consultation frameworks and decision-making dialogue instruments such as the Regional Crisis Prevention and Management Monitoring System (PREGEC), the Food Crisis Prevention Network (RPCA), the PRESAGG and PRESASS, the regional cooperation protocols on Pesticides (COAHP), Biosafety and Seeds, thematic training, etc.

The ongoing reform initiated by the Council of Ministers on 11 March 2017 in Nouakchott and adopted by the Conference of Heads of State and Government of Member States on 7 February 2018 in Niamey, after the reforms of 1994 and 2004, shows that the history of the organisation has been marked by successive institutional readjustments to take into account the new challenges related to its functioning, the institutional environment and the concerns of its Member States. This reform redefined a new mandate for CILSS as follows : « **To devote efforts to the search for Food and Nutrition Security and combating the effects of desertification and climate change for an ecological balance and sustainable development in the Sahel and West Africa** ».

After half a century of existence and faced with current challenges related to climate change, global food systems, ever-increasing dependence on external products and the necessary transformation of the region's production systems, CILSS must adapt, reinvent itself and envisage new operational perspectives in order to meet the imperatives related to changing situations and the expectations of its Member States. CILSS interventions are carried out within a five-year programme framework based on strategic plans. Over the last fifteen (15) years, the implementation of the institution's actions has been guided by the Five-Year Plans 2009-2013 and 2015-2019, based on the Strategic Plan (SP) 2020 broken down into three (3) phases: (i) Implementation of a transformation and capacity building plan for CILSS (2009-2013), (ii) Deployment of the strategy (2015-2019) and (iii) Consolidation and sustainability (2019-2020)

The year 2019 was the last year of implementation of the work plan but also the last year of realisation of the CILSS 2020 vision. It is important to note that this last five-year phase 2015-2019 was marked by an institutional crisis that occurred at the end of 2016 and which led to a specific audit of the CILSS system, the report of which was submitted to the 52nd meeting of the CILSS Council of Ministers, held on 7 March 2017 in Nouakchott in the Islamic Republic of Mauritania. This Council of Ministers therefore decided to carry out the current reform of CILSS, to better organise and equip it to meet the new emerging challenges. Its main aim is to make it more efficient and capable of meeting the needs of the Sahelian and West African populations.

The extraordinary session of the CILSS Council of Ministers held in Ouagadougou on 19 December 2019 on the analysis of the Institution's reform process, instructed the Executive Secretariat in its final communiqué to work on the consolidation of the specific identity of CILSS, its mandate and its current missions and to correct the existing organisational imbalances and dysfunctions and eventually lead to the gradual restoration of the financial balance of the institution in the next three years. In addition, a real involvement of the Member States, through the CONACILSS in the governance of the new CILSS was recommended.

From 2020 onwards, it appeared urgent and necessary to draw up another strategic plan concomitantly with the 2023-2027 five-year plan in order to guide and frame the Institution's intervention in its Member States. It is in this context that the 2050 Strategic Plan and the 2023-2027 Work Plan are being developed. This has a twofold objective: to make up for the absence of a CILSS strategic master plan and to optimally operationalise the new reform, in line with the challenges of the new regional and international environment in the institution's areas of expertise .

The 2050 SP, based on the achievements of the 2020 SP, aims to make CILSS a technical sub-regional institution fully accomplishing its core mission. The vision of the 2050 SP is essentially focused on: i) contributing to the achievement of the strategic development ambitions of Member States, which are themselves based on the strategies and policies adopted by the political and economic integration organisations (ECOWAS and UEMOA), ii) the priority areas[1] of the African Union's Agenda 63 and iii) the development goals, in particular the MDGs (2, 3, 6, 13, 14, 15)[2].

1 Poverty, equality, hunger; Health, nutrition; Agricultural productivity and production; Sustainable natural resource management and biodiversity conservation; Water supply security; Climate resilience and disaster prevention and preparedness; Renewable energy; Women and youth empowerment; etc. (https://au.int/fr/agenda2063/objectifs).

2 2: Zero hunger; 3 Health and well-being; 6: Clean water and sanitation; 13: Combating climate change; 14: Aquatic life; 15: Terrestrial life; amongst others.

1.2. The 2050 strategic plan development methodology

The strategic plan was developed through a participatory and iterative process, the main phases of which can be summarised as follows :

A preparation and kick-off phase

- exploitation of the documentation received from CILSS and the design of data collection tools: survey questionnaires, focus group facilitation guides, in-depth interview guide with key stakeholders;
- Mission launch workshop held on 09 December 2021 to share the understanding and methodology for conducting the mission;
- consultation with the head of the M&E and Gender UAM to refine the collection tools.

A field data collection phase

- Conducting surveys of the following targets :
  - "Beneficiaries of CILSS services" survey, which collected the perception of 13 structures from the countries of Guinea-Bissau, Guinea, Mali, Niger and Gambia ;
  - Staff" survey administered to all CILSS staff, but which collected the opinions of 32 people.
- organisation of a focus group in Ouagadougou with the CONACILSS SPs on the organisation and functioning of CILSS, which was attended by 11 SP/CONACILSS;
- conducting in-depth interviews with resource persons from CILSS technical and financial partners;
- Conducting in-depth interviews with CILSS officials and experts based in the three sites (SE, CRA, INSAH);
- organisation of a workshop to review and amend the strategic diagnosis report in virtual mode, which was attended by CILSS managers and experts and also SP/CONACILSS;
- facilitation of a four-day strategic planning retreat with CILSS managers and experts in face-to-face mode and virtually on the definition of the vision, mission, guiding principles, strategic areas, strategic results and intermediate results;
- facilitation of an operational planning retreat for five (5) days, in Koudougou, with the participation of representatives of the CRA, INSAH, the ES and the 13 SP/CONACILSS.

02

MAJOR INTERNATIONAL AND REGIONAL TRENDS RELATED TO CILSS AREAS OF EXPERTISE

2. Major international and regional trends related to CILSS areas of expertise

2.1. Food security and nutrition

40 million people vulnerable to food and nutritional insecurity in 2020

13.9 million cases of children under 05 in a state of acute malnutrition in 2021

The issue of food security and nutrition is of growing concern around the world and more so in Africa. According to the FAO's *State of Food Security and Nutrition in the World 2021*, report, food insecurity and malnutrition for the year 2020 have worsened globally with the Covid-19 pandemic and its prolonged effects and the increase in prices of basic necessities due to the Russo-Ukrainian war. The situation of civil insecurity is further destabilising the overall food systems, exposing nearly 40 million vulnerable people to food and nutrition insecurity in the region. Even before the COVID-19 crisis, there were doubts about whether the Sustainable Development Goals (SDGs) of ending world hunger by 2030 would be met. In 2021, according to data from an international panel operating in West Africa[3], a total of 13.9 million cases of acute malnutrition (AM) in children under 5 years of age are estimated in West Africa, of which about 30% (or 4.31 million) will be severe acute malnutrition (SAM). In ECOWAS countries, as well as in Cameroon and Mauritania, 9.66 million cases of GAM are estimated, including 3.08 million cases of severe acute malnutrition (SAM), an increase of +7% compared to the five-year average (2015-2019).

In collaboration with International Fund for Agricultural Development (IFAD), UNICEF, the World Food Programme (WFP), the World Health Organization (WHO), FAO suggests in its 2021 report six transformative paths to address the main factors behind recent trends in food security and nutrition. These six paths are as follows :

3 OCHA Regional Office for West and Central Africa (ROWCA), Action Against Hunger, FAO, WFP, UNICEF, Oxfam, International Red Cross, etc. (https://reliefweb.int/sites/reliefweb.int/files/resources/Sahel-2021_HumCrisis-1Pager-FR.pdf)

i) Integrating humanitarian action, development policies and peace-building in conflict-affected areas ;

ii) Building resilience to climate change across the food system ;

iii) Building resilience to economic adversity for the most vulnerable ;

iv) Intervening along the food supply chain to reduce the cost of nutritious food ;

v) Addressing poverty and structural inequalities by ensuring that interventions are pro-poor and inclusive ;

vi) Strengthening the food environment and changing consumer behaviour with a positive impact on human health and the environment.

2.2. Natural resources management

Since the 1970s, the world's population has doubled, and global gross domestic product has quadrupled, requiring large amounts of natural resources (UNEP, 2019). According to UN Environment, the extraction and processing of natural resources accounts for about 50% of total greenhouse gases (GHGs), with impacts related to pressure on water resources and loss of biodiversity due to land use being even more significant at over 90%. If the upward trend in resource use persists, the achievement of SDG 15.5 (halting biodiversity loss) as well as the goals of the Paris Agreement (COP 21) will be uncertain.

According to data from the African Development Bank's (AfDB) African Natural Resources Centre (ANRC), Africa has significant natural resource wealth: the largest mass of arable land on the planet, the second largest and longest rivers (the Nile and the Congo), the second largest rainforest in the world, an estimated total value-added of USD 24 billion from fisheries and aquaculture alone, about 30% of all global mineral reserves (AfDB/ANRC, 2016: 3). The contribution of extractive industries to public finances is significant, with government revenues in some African countries almost entirely dependent on them, potentially contributing over USD 30 billion per year in government revenues over the next 20 years. West Africa has also become the leading gold mining region, ahead of South Africa, according to the ECOWAS Commissioner for Energy and Mines, making it a region at the «heart of geostrategic issues» (Jeune Afrique, 2018). The sub-region also provides 10% of the world's manganese, 8% of bauxite and 7% of uranium, reports Jeune Afrique Économie (2018). Between 2006 and 2017, several new mines were authorised in Côte d'Ivoire, Mali, Burkina Faso, Ghana and Guinea.

Two types of major obstacles prevent African countries from realising their potential in terms of natural resource management and development :

i) Sustainable development and governance challenges, including environmental problems, desertification, resource conservation, displacement of communities from their traditional lands, a lack of clear national policy guidelines, poor investment decisions and revenue management ;

ii) Weak institutions lead to weak border controls, a lack of human security, declining investment, poor policy choices as well as a decline in biodiversity and formal trade.

As a reminder, in West Africa and the Sahel, most of the production gains are due to the extension of cultivated areas, which translates into continuous deforestation, the reduction of fallow land, the reduction of wetlands and the exposure of land to insolation and erosion. There is every reason to believe that the worsening of these phenomena reflects the weakness of agricultural investments which, when available, suffer from an inappropriate orientation often contrary to generally perfect political and strategic statements. As a result, food imports (particularly cereals) are increasing in the region, while national production is stagnating or declining from year to year. It is important to integrate this dimension, which is now amplified by the perverse effects of climate change, insecurity and the mining rush, all of which have led to massive transfers of populations to other areas or other non-agricultural sectors of activity.

Similarly, in West Africa, a two-way relationship has been established between the populations and natural resources, one virtuous and therefore compatible with the principles of sustainable development, and the other conflictual and bringing immediate income and long-term danger.

Virtuous when the populations are bound by cultural and sociological considerations that tend to favour the conservation of natural resources, sources of idolatrous protection and non-woody food reserves, as well as sources of medicinal plants for pharmacopoeia. Therefore, a balance is strictly maintained between man and nature, hence its virtuous character.

Conflicting with regard to deviant behaviour that breaks with traditional customs and practices that are respectful of the environment. This trend gives rise to a perception amongst the population of cutting and selling what can be sold, thus contributing to the de-structuring of natural resources. The growing vulnerability of the populations in rural areas and the weakness of agricultural and forestry supervision facilitate this practice.

Fundamental change in the way the world's natural and mineral resources are used is needed to achieve by 2030, SDG 8.4 on

resource efficiency, 12.2 on sustainable management of natural resources (UNEP, 2019). Advances in materials combined with innovative production methods and technologies, such as digital manufacturing and construction, can help balance the impacts of resource use and infrastructure development. « *Through a combination of resource efficiency, climate change mitigation, carbon removal and biodiversity protection policies, [...] it is possible and feasible to grow economies, improve welfare and stay within the planet's limits* » (UNEP, 2022). Consultation and participation have become the rule in all environmental initiatives, thereby facilitating the adhesion of the various local actors, including the various traditional and administrative authorities (Talbot 2021). **To meet the challenges of sustainable natural resource management that balances the need for their use for human well-being with the need for their sustainability and preservation for future generations, a participatory, community-based and inclusive approach is the best condition.**

2.3. Water control

The need to manage water to meet the needs of countries and populations is a major and growing challenge in many parts of the world. According to OECD data, by 2050, 3.9 billion people, or more than 40% of the world's population, are likely to be living in water-stressed river basins. Water demand is projected to increase by 55% between 2000 and 2050. According to the OECD, most of the increase in water demand will come from manufacturing (+400%), power generation (+140%) and domestic uses (+130%). Given the competition between these demands, there will be little scope to increase volumes for irrigation, the OECD reports.

African agriculture, particularly in the CILSS region, is essentially rainfed, with a high degree of itinerancy in the fields and extensive mobility of livestock in search of resources, including water for watering. This already vulnerable rainfed agriculture is affected by the adverse effects of climate change, resulting in low and volatile yield levels. Due to the stagnation of national production and the increase in consumption needs as a result of population growth, the Sahelian and West African states are obliged to absorb their deficits by importing ever greater quantities of foodstuffs.

Increasing and changing competition (agriculture, fisheries, energy sector, industry, residential areas, etc.) affects food security and nutrition in three main ways :

i) Availability/scarcity (the average amount of water available) ;

ii) L'intensité de la concurrence entre les acteurs et les utilisations ;

iii) The modalities of this competition, which affect people's access to water (OECD, 2015: 45)[4].

4 OECD, 2015, Water for Global Food Security, July 2015 (https://www.fao.org/fileadmin/user_upload/hlpe/hlpe_documents/HLPE_Reports/HLPE-Report-9_FR.pdf, accessed 11 March 2022)

The inequitable distribution of water resources among people, and in particular the lack of consideration for marginalised and vulnerable populations and women, is also a source of food insecurity.

Africa is a continent of water paradoxes. Some countries enjoy abundant rainfall at certain times, but face water shortages for agriculture at other times. Droughts and floods follow each other or alternate in some sub-regions (Bazié, 2014). Agriculture is considered one of the sectors most affected by the effects of climate change. The exacerbation of tensions between actors is presented as a consequence of the scarcity of water resources. In West Africa, declining rainfall (especially in the Sahel), environmental degradation and population growth have led to a decline in water resources (Baron and Bonassier, 2011). Climate change is leading to extreme events such as floods and long droughts. By 2080, the FAO predicts that between 30 and 60 million hectares of land in sub-Saharan Africa could become unsuitable for rain-fed agriculture, due to climatic hazards and soil and terrain constraints (Science and Development, 2017).

To counter these challenges, experts on the continent recommend the implementation of water-saving systems, such as drip irrigation, micro-irrigation, and the construction of dams or water retention points. According to the ***Global Coalition on Water in the Sahel***[5], the 'water' resource is in theory relatively abundant in West Africa, but its scarcity is structurally induced and rather reflects a problem in the region's capacity to use its water potential for development (Ouédraogo, 2013). To mobilise the skills, know-how and financial resources to make water management a strategic priority in the sub-region, the Coalition proposes a participatory and integrated approach as well as increased investment in this area. The water efficiency policy options and imperatives advocated by the OECD in the area of water efficiency are :

i) Incentivising efficient water use ;

ii) Improving water quality ;

iii) Investing in green infrastructure ;

iv) Accelerating the deployment of water supply and sanitation infrastructure in developing countries by exploring innovative solutions that require less water, energy or capital.

5 Initiative spéciale des Chefs d'État du CILSS pour accroître l'investissement dans l'eau au Sahel et en Afrique de l'Ouest et combattre ainsi la famine et la pauvreté. Avec l'acceptation par la BAD en 2012 d'en être le Chef de file, elle sert de cadre fédérateur sur l'eau au Sahel et en Afrique de l'Ouest. L'élaboration du document de projet pour l'opérationnalisation de la Coalition a été assurée par une mission conjointe BAD/CILSS (http://pariis.cilss.int/coalition-mondiale/).

2.4. Population, gender and development

Over the period 2018-2030, the world population is projected to increase from an average of 7.7 billion people in 2018-20 to 8.5 billion people in 2030 (OECD/FAO, 2021). This corresponds to an annual growth rate of 0.9%, a slower pace than in the previous decade (1.1% per year). Two-thirds of this increase is expected to occur in sub-Saharan Africa, India, and the Near East and North Africa. Demographic trends, gender inequalities, as well as the rise in migratory flows as a result of conflicts (rebellion, terrorism), socio-political unrest, poverty, climate-related disasters, etc., are also amongst the demographic and development challenges that undermine efforts to achieve food and nutrition security in Africa.

There are now almost 2 billion people aged 10-24 in the world, the largest number of young people in history, increasingly in developing countries. Over the past three decades, the West African population has more than doubled (SWAC/OECD 2016). With 75% of the population under 35 and only 3% over 65 (2019) in Africa, the inclusion of young people in economic and social life in terms of dynamism, mobility and innovation are both major assets and challenges. Investments in access to quality public services (health, education, environment) throughout the country and in gender equality will be key issues.

Rising migration flows, a consequence of conflict, socio-political unrest, poverty, climate disasters, etc., are also a demographic and development issue. There is a growing share of women amongst African migrants to OECD countries. With Algeria and Morocco as the main migration corridors between Africa and Europe (France in particular) (d'Aiglepierre et al., 2020). According to the 2020 study by Rohen d'Aiglepierre, Anda David, Gilles Spielvogel on African migration, women accounted for 48.3% of African migrants in 2015-2016 compared to 46.7% in 2000-2001. In the Sahel in particular and West Africa in general, migration is mainly linked to conflict, water and livestock feed shortages and land degradation (Bouquet, 2019). Chronic and increasing insecurity, caused by armed terrorist groups and inter-communal clashes between herders and farmers, leads to intra- and extra-territorial population displacement. Moreover, when herders can no longer find the grass and water that have been their landmarks for thousands of years, and when farmers wait in vain for the rain that used to punctuate their seasons, they become, according to Christian Bouquet, climate migrants.

The gender dimension in development is closely linked to population issues as well as to food and nutrition, security, climate and health crises. *«Although there is a growing consensus on the need to fully integrate gender into all aspects of food and nutrition security programmes, progress remains weak and uneven»* (SWAC/OECD, 2020 1)[6]. In West Africa, the obstacles to systemic gender mainstreaming in FNS policies and programmes are related to inequality in domestic social organisation, access to resources (land and other means of production) and

6 With the collaboration of AFD, CILSS, and the G5 Sahel. This was the result of an online debate on the Wikigender platform and a DevTalk debate organised by the OECD Development Centre and the Sahel and West Africa Club Secretariat (SWAC/OECD). The theme was «Women and Food and Nutrition Security in the Sahel and West Africa: Towards a Gender Mainstreaming Approach». Summary Report

paid employment. Characterised by a highly dichotomous and gender-unequal social organisation, the domestic setting confers paid employment on men while women carry out unpaid family and domestic tasks. These relational dynamics lead to a higher exposure of women to food and nutrition insecurity, as they are directly responsible for the provision, preparation and distribution of food in the family. In rural areas, for example, the weight of tradition and women's limited access to material and financial resources and knowledge make them particularly vulnerable to food and nutrition shocks, thus compromising their ability to develop initiatives to escape poverty.

Women account for 80% of workers in food processing and street food and have been heavily impacted by lock-down measures and market closures in the COVID-19 crisis response processes. *«Ensuring food security for all (by raising levels of nutrition and developing agricultural productivity and natural resource management, and improving the living conditions of rural populations), can only be achieved through gender equality»* (FAO, 2017). According to CILSS, good practice has 'clearly established that increased gender sensitivity in targeting vulnerable groups is effective in addressing household food and nutrition issues' (CILSS, 2022)[7]. The institution's fieldwork has highlighted two major facts :

i) Social transfers targeting women with supportive measures strengthen their productive capacity and their feeling of contributing to their family's needs and to the development of their community ;

ii) Women's access to physical and financial capital, however modest, can strengthen their livelihoods and support their income-generating activities.

In order to reverse this trend and promote women's empowerment, ECOWAS, with the support of its technical and financial partners, notably through a five (5) million euro grant from the Spanish Cooperation, has, over the past six years, given pride of place to women, children and youth in the implementation of its programme to support national social safety nets. However, despite the efforts made to take greater account of gender in development programmes, gender inequality remains and is an obstacle to the fight against poverty in the sub-region (CILSS, 2022).

7 «Social Safety Nets for Food and Nutrition in West Africa: Strengthening Livelihoods and Gender in Social Protection Programmes Friday, 11 February, 2022 (https://www.araa.org/fr/news/filets-sociaux-de-s%C3%A9curit%C3%A9-alimentaire-et-nutritionnelle-en-afrique-de-l%E2%80%99ouest-renforcer-les)

2.5. Food market access

Despite a decline between 2014 and 2015, reaching USD 1.5 trillion in 2018 (FAO 2020: 4), agricultural markets have grown markedly over the past decade in terms of trade volumes and income. According to the OECD and FAO Agricultural Outlook 2021-2030 (2021), future demand for food is directly influenced by population pressure, income growth and distribution, and food prices. On a global scale, the impact of the COVID 19 pandemic on the supply and demand for cereals, oilseeds and sugar is considered modest. International prices for meat, fish and dairy products have decreased as a result of COVID 19. For example, fish prices in 2020 were on average 7% lower than in 2019. According to OECD/FAO (2021), the African Continental Free Trade Area (ACFTA) agreement will progressively play an important and positive role in the 20-35% (USD 10-17 billion) growth in agricultural and food products by 2030.

On average, households in sub-Saharan Africa spend about 38% of their income on food. However, there are large variations between countries. For example, while the rate is 16% in South Africa, it is about 50% in Nigeria (OECD/FAO, 2021). Food security and economic well-being are particularly fragile on the continent due to food prices or income shocks. While the majority of staple foods are produced for domestic consumption, imports are increasingly filling the gap between domestic production and consumption, with a trade deficit expected to widen over the next decade from USD 7 billion to USD 18 billion by 2030 (OECD/FAO, 2021). One of the effects of the pandemic in 2020 was an increase in cereal and vegetable oil imports, while meat and sugar imports declined as logistical difficulties caused long delays at land border crossings (Njiwa and Marwusi, 2020).

The Sahel and West Africa region has the potential to feed on the regional agricultural, livestock/meat and fisheries production of the sub-region (CILSS, 2019b). This should contribute to making it resilient to negative global market factors. To this end, in accordance with the ECOWAS Trade Liberalization Scheme (ETLS), agricultural and food products in the region should be able to move freely from production to consumption areas and from surplus to deficit areas. However, according to CILSS, the intra-regional movement of agro-pastoral and fisheries products is hampered by numerous barriers such as police harassment, tariff and non-tariff barriers, insufficient information on intra-regional trade dynamics and trade opportunities. In addition, insufficient processing of local products contributes to higher product costs, reducing the competitiveness of the region's products at the expense of imported products and limiting income gains, job creation along value chains and even access for vulnerable populations.

The African Continental Free Trade Area Agreement (AfCFTA), which entered into force on 30 May 2019, will gradually play an important role in trade on the continent. With the aim of reducing 90% of tariff lines to zero over a linear period of ten (10) years for LDCs and five (05) years for other countries, 81% of the tariff lines of the AfCFTA have already been implemented, despite the slow submission of tariff reduction proposals by many countries (OECD/FAO, 2021). If, as expected, only 3% of tariff lines are excluded from exemptions, this will have a significant positive effect on African intraregional trade in the medium term. According to recent estimates by the United Nations Economic Commission for Africa, the agreement is expected to increase trade in food and agricultural products on the African continent by 20-35% (or US$10-17 billion). Intra-regional gains are expected to be particularly important for meat products, milk and dairy products, sugar, beverages and tobacco, fruits and vegetables and nuts, as well as paddy and processed rice. (OECD/FAO, 2021: 99).

West Africa has prioritised sorghum, livestock, fish and aquaculture products, amongst others, as strategic commodities to be developed in regional value chains. According to the analysis of a videoconference organised on 26-27 May 2021 and bringing together intergovernmental organisations and private sector actors[8], the implementation of the AfCFTA in the ECOWAS region will bring real benefits to the region following the expected increase in African trade of 15-25% by 2040 (AfCFTA Côte d'Ivoire, 2021).

2.6. Climate change and the resilience of countries and communities

At the heart of the global challenges of climate change lies the main objective of CILSS. The challenges of climate change reaffirm the importance of CILSS actions. CILSS' interventions, which focus on food security, access to agricultural markets, combating desertification, water control, natural resource management, population and development, are at the heart of global trends in the fight against climate change and the development of countries' capacities to be resilient to its negative effects.

While the 1992 Brundtland Report and the World Commission on Environment and Development's *'Our Common Future'* marked the beginning of a global focus on sustainable development, the Paris Climate Conference of the Parties (COP) of 12 December 2021, COP21, and its historic agreement of 195 States plus the European Union, made the fight against climate change even more crucial. As part of the United Nations Framework Convention on Climate Change (UNFCCC), the central objective of the Paris Agreement was to strengthen the global response to the threat of climate change and to increase the capacity of countries to cope with the impacts of climate change and make financial flows consistent with a low greenhouse gas (GHG) emission and climate resilient pathway. To achieve these goals, COP21 aims to accelerate and scale up the actions and investments needed for a sustainable low-carbon future. *«Climate change is*

8 Federation of West African Chambers of Commerce and Industry (FEWACCI), the Regional Consular Chamber of UEMOA (CCR/UEMOA), the Federation of West African Business Organisations (FOPAO), the West African Women›s Association (WAWA), the West African Youth Business Association, the National Association of Nigerian Traders (NANTS), ECOBANK, the African Regional Standards Organisation (ARSO) and regional partners.

leading to increased food insecurity, poverty and displacement in Africa [...] Changing rainfall patterns, rising temperatures and increased extreme weather events have contributed to increased food insecurity, poverty and displacement in Africa in 2020, which has only exacerbated the socio-economic and health crisis triggered by the COVID-19 pandemic» (UN, 2021).

Africa has warmed faster than the global average for land and ocean combined (UN, 2021). The year 2020 was between the third and eighth warmest year on record in Africa, depending on the data set used. By 2030, it is estimated that up to 118 million extremely poor people (i.e. living on less than US$1.90 per day) will be exposed to drought, floods and extreme heat in Africa if adequate measures are not taken (UN, 2021). For example, in September 2021, many countries (Sudan, South Sudan, Ethiopia, Somalia, Kenya, Uganda, Chad, Nigeria - which also experienced a drought in its southern part, Niger, Benin, Togo, Senegal, Côte d'Ivoire, Cameroon and Burkina Faso), reported loss of life or significant displacement of populations due to severe flooding. In addition, many lakes and rivers have reached record levels, including Lake Victoria (May 2021), the Niger River in Niamey and the Blue Nile in Khartoum (UN, 2021). In addition, the erosion of West African coasts is another major climate challenge to be considered by the CILSS organisation.

The Green Climate Fund (GCF) is now the framework for combating the effects of climate change and building the capacity of countries and communities to adapt and become more resilient.

A new global fund created to support developing countries' efforts to respond to the challenge of climate change, the GCF leads a myriad of actors and funds dedicated to the cause.

03

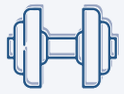
CILSS STRATEGIC DIAGNOSIS

3. CILSS strategic diagnosis

The **SWOT** analysis[9] or Strengths, Weaknesses, Opportunities, and Threats (SWOT) of CILSS allows for an assessment of its internal and external environment. While the internal environment focuses on strengths and weaknesses, notably the institutional and organisational framework, financial, human and material resources, the external environment focuses on opportunities and threats, i.e. how the CILSS environment is evolving, laws, partnerships, risks and competition.

3.1. Strengths and weaknesses of CILSS

Strengths : CILSS has two main comparative advantages or key strengths: i) The fact that it provides solutions to major concerns common to seventeen countries of the Sahel and West Africa, which have made CILSS a common sub-regional institution, and ii) The fact that it has privileged strategic partnerships with sub-regional (ECOWAS, UEMOA) and international organisations (EU, USAID, FAO, OECD, WB, AfDB, etc.) in its niche areas of expertise within its geographical coverage.



The institutional anchoring and relevance of CILSS interventions in Member States is one of its major strengths. This is due to the fact that CILSS is created, carried and supported by States and by the effective presence of CONACILSS in all Member States, in addition to the alignment of its scope of action with the crucial needs of States and their served communities. One of the other major strengths of CILSS is its solid human capital (expertise) in terms of know-how and experience amassed over nearly five (5) decades. It should also be noted that its material capital in terms of infrastructure at the Executive Secretariat in Ouagadougou (its headquarters), the AGRHYMET-CCR-AOS Regional Centre in Niamey (Agro-Hydro-Meteorology training and support centre) and the Institut du Sahel (INSAH) in Bamako (action-research centre) are amongst the strengths of the organisation. Finally, CILSS' strategic partnerships with renowned regional and international organisations (ECOWAS, UEMOA, EU, USAID, AFD, FAO, WFP, etc.) strengthen the institution's capacity and its operational credibility based on the principle of subsidiarity.

9 Strengths, Weaknesses, Opportunities, Threats

Weaknesses : The low level of participation, or even absence, of high-level authorities from Member States at statutory meetings (Heads of State, CILSS supervisory ministers) weakens the image of the institution and the importance attached to the decisions taken and their imperative application. Moreover, the financial model of CILSS is inadequate to its ambitions. The payment of contributions by Member States is irregular and most of the organisation's programmes and projects are financed by technical and financial partners who choose the funding and beneficiary countries according to their own priorities. This project-based approach (in addition to the lack of sovereign wealth funds) does not allow CILSS to develop and implement the programme approach necessary to achieve its long-term strategic objectives. The low capacity to mobilise its own sovereign resources and its financial dependence on the outside world does not allow CILSS to be master of its operational agenda, to adequately cover all the sectors of its mandate (including population, resilience, gender and development issues) as well as all the member countries, since the choice of areas and countries of intervention belongs to the donors.

Another weakness of CILSS that needs to be taken seriously is the weak collaboration/synergy between INSAH and CRA whose missions are complementary, the former being involved in the coordination, harmonisation and promotion of scientific and technical research while the latter is involved in information and training. Due to the fact that these two CILSS poles very often work on different segments of common themes, the lack of synergy in connection with the lack of resources, in particular for INSAH, has an overall impact on the overall performance.

In addition, problems of coordination, communication (internal and external) and follow-up of statutory decisions are amongst the weaknesses noted. This is reflected in i) the hosting of certain projects at the Executive Secretariat, which does not favour the latter's concentration on its essential mission of strategic steering, ii) the lack of fluidity of information between the different sites and the low visibility of actions and results vis-à-vis the outside world, and iii) the non-execution, partial or late execution of decisions taken during statutory meetings.

Finally, the weak capacity of the CONACILSS is a major weakness of CILSS. As the interface between CILSS and the States, which should have the leading role in CILSS operations, the CONACILSS do not have sufficient resources (human, financial and technical) to play their role fully.

3.2. Opportunities and threats of CILSS

Opportunities : Exponential growth of global interest in climate change and resilience issues in CILSS areas of expertise. At the international level, CILSS business opportunities come mainly from the many new partnerships and potential funding sources in the climate market (Global Funds, multilateral and bilateral organisations and national entities, both public and private, etc.). The alignment of CILSS intervention areas with regional policies (ECOWAP/NEPAD, PAU) is a source of opportunities for CILSS. Organisations such as the AU, ECOWAS and UEMOA are strengthening and expanding their actions to combat climate change and build the capacity of countries and communities to be resilient. This offers new opportunities for CILSS, already the technical arm and privileged partner of these institutions in the sub-region in its field of expertise.

Threats : The main challenge to the fulfilment of the CILSS mandate is the growing civil insecurity in the Sahel, due to terrorism, rebellion and intercommunity clashes. The higher these threats are, the less able CILSS will be to carry out its actions on the ground, detecting in time the food and climate vulnerabilities of communities and populations.

Moreover, the Russo-Ukrainian war is an aggravating factor of food insecurity by affecting the supply of cereals and inputs.

In addition, the expansion of mining concessions and uncontrolled gold panning are now limiting factors in most CILSS countries, occupying large stretches of formerly fertile agricultural and pastoral land, including rich wetlands suitable for rice production. In these areas, there is a massive transfer of agricultural labour and the abandonment of speculative agricultural land for hypothetical new and unusual activities.

Furthermore, in view of the poor water management in agriculture and the decline in land fertility, farmers are making increasing and uncontrolled use of fertilisers, pesticides and other unnatural herbicides from all sources. Consumers and other users of agricultural products regularly point to the loss of quality in terms of chemical contamination (non-compliance with pre-harvest periods (PHPs)), taste and reduced lifespan (conservation) of cooked or uncooked foodstuffs, in contrast to traditional organic products. This indicates, on the one hand, a weak capacity for the production and use of organic fertilisers and, on the other hand, a weak capacity for technical supervision of the quality of imported products and their proper use. There is an obvious health risk for users and a toxic risk for the environment and the agricultural products consumed.

Finally, the CILSS region is facing recurrent shocks of a generally climatic nature with their corollaries (e.g. floods, droughts, violent winds, fall army worms, desert locusts, etc.), which undermine the efforts of the institution and its Member States to achieve sustainable food and nutrition security.

The summary of the SWOTs that have guided the CILSS strategic objectives for 2050 is presented in Annex 1.

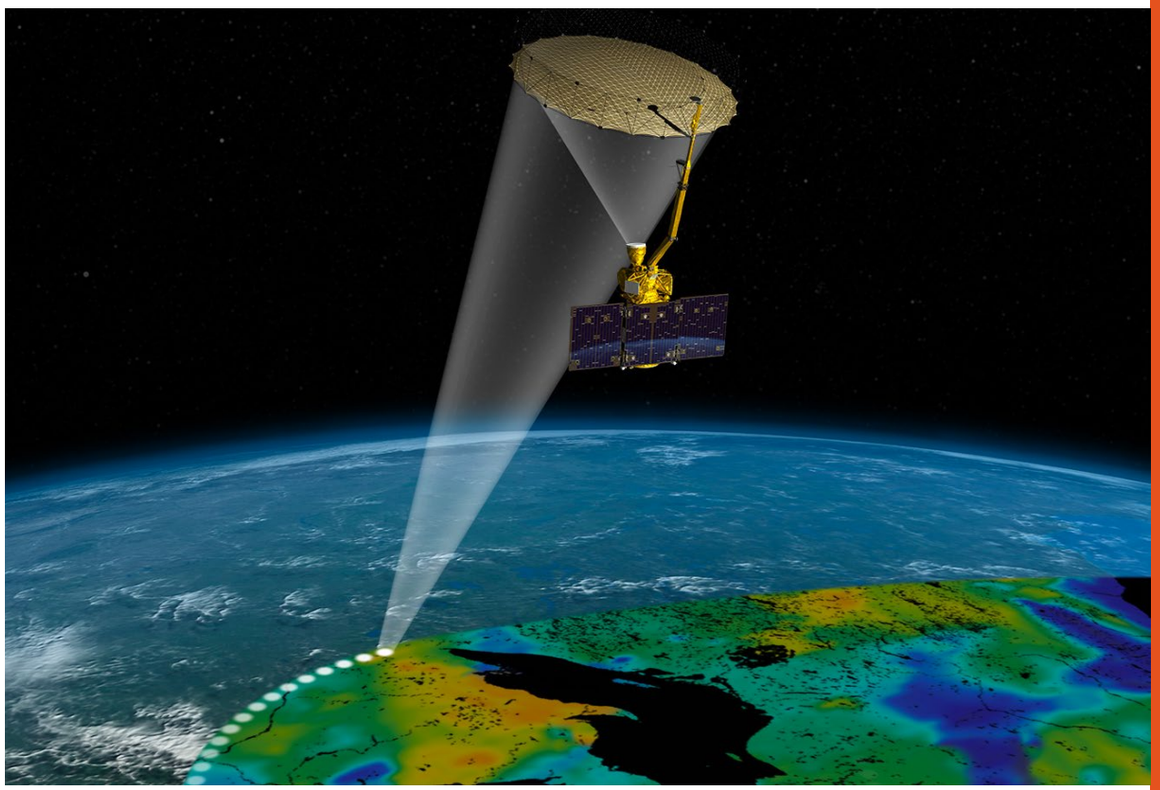
3.3. CILSS issues and challenges

In the light of the trend analysis on the areas of CILSS intervention, these still remain challenges for the Member States on which CILSS interventions are necessary and expected. However, in order to respond effectively to these challenges, CILSS needs to address two other challenges, as follows :

Tableau 1 : CILSS issues and challenges

Issues	Challenges
Ensuring trust and credibility with Member States	- Ensure a better institutional anchoring of CONACILSS in the States and improve their involvement in the planning and implementation of CILSS actions ; - Develop services to meet the specific needs of Member States ; - Optimise CILSS operating method by developing complementarities and synergies with States, IGOs and professional organisations ; - Refocus CILSS resources on meeting the priority needs of the States through the implementation of a programme approach in its operating mode.

Issues	Challenges
Guarantee CILSS institutional stability and sustainability	- Implement the reform and deepen certain segments of the reform (strategic steering bodies) - Revitalise INSAH and define a brand strategy for CRA training - Ensure sustainable financing of CILSS through the adoption of an appropriate financial model - Develop a human resources management strategy that is conducive to the mobilisation and retention of skills - Establish a communication strategy capable of promoting CILSS achievements to the States and the populations - Develop an integrated information system for optimal processing and management of CILSS data



04

THE THEORY OF CHANGE AND THE OPERATIONALIZATION PHASE OF THE STRATEGIC PLAN

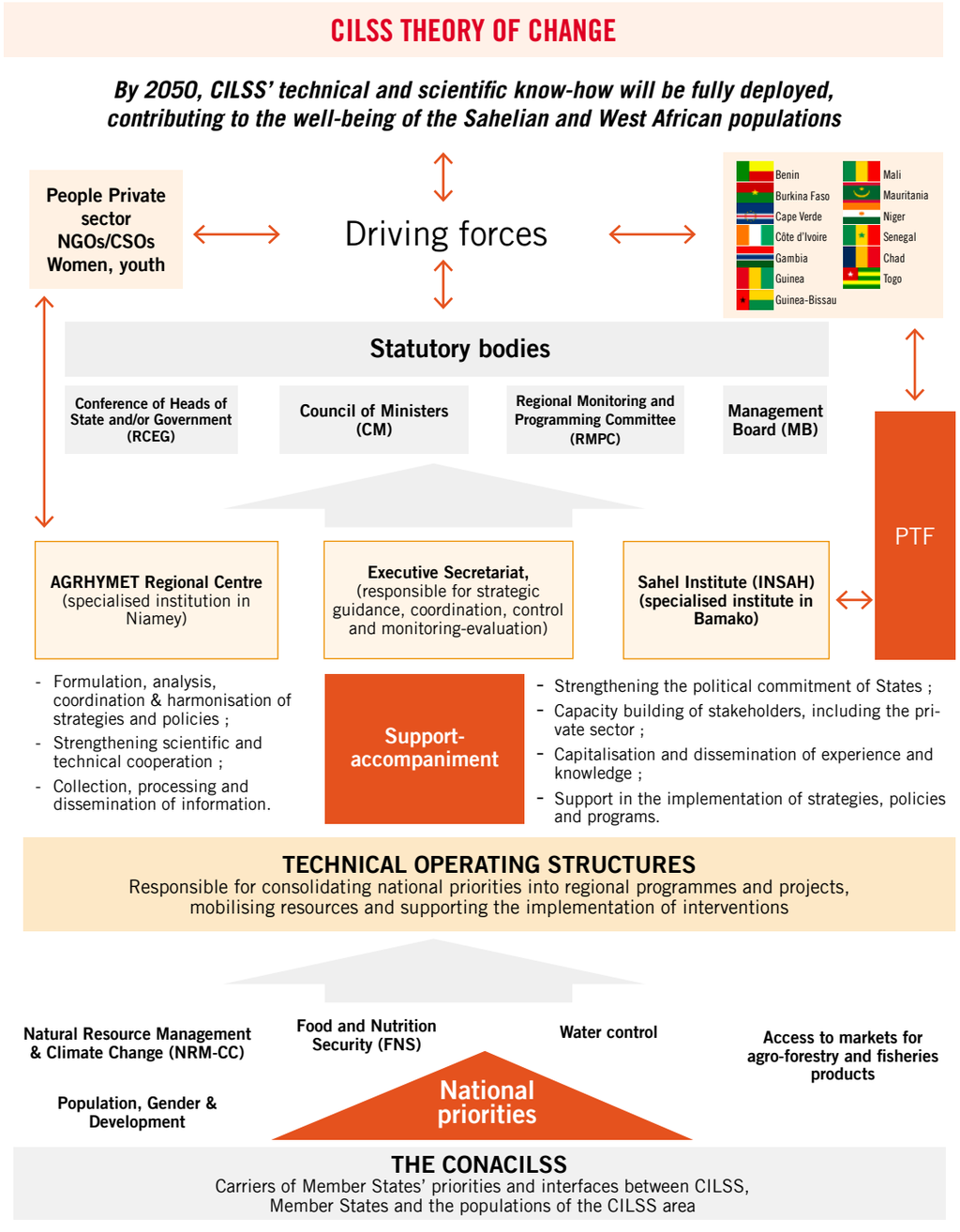
4. The theory of change and the operationalization phase of the strategic plan

4.1. The theory of change

Our Theory of Change is based on the belief that the trigger for such a change lies in 13 key points :

- the strong political commitment of the Highest Authorities of the member countries to the cause of the CILSS by better positioning the institution at the geospatial and strategic level in its area of intervention ;
- The institutional anchoring of SP-CONACILSS at national level for a status giving them more prerogatives in order to better influence the institutional environment of countries for the benefit of CILSS ;
- The definition of a financial model that values a programme approach and provides institutional viability and sustainability ;
- The development of human capital through a system and a professional HRM guaranteeing the attractiveness, the retention and the motivation of the personnel ;
- A strong interest through an intervention approach that promotes complementarities and synergies with other stakeholders ;
- The development of an agile, efficient and results-oriented institution ;
- The refocusing of each site on its core missions for a united CILSS ;
- Communication to ensure better visibility and readability of CILSS actions amongst the target audiences ;
- The exercise of concerted, proactive, humane leadership at all levels of CILSS responsibility ;
- The development of an adapted and accessible service offer for the member countries ;
- A mode of intervention on the ground based on optimisation and subsidiarity with the States ;
- A system of monitoring-evaluation, capitalisation and knowledge management promoted.

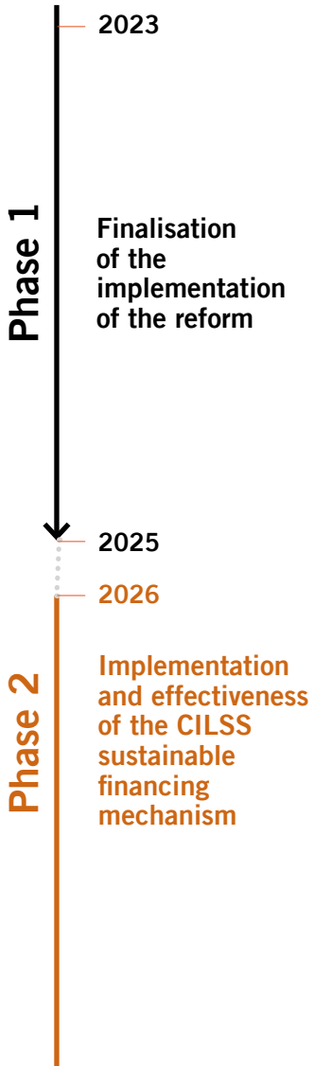
Figure 1 : Theory of change



4.2. CILSS institutional and organisational transformation stages, by the year 2050

The strategic diagnosis of CILSS, the achievements and shortcomings of its internal environment, reveal real opportunities which, if optimally exploited, could give the organisation a high profile. However, CILSS should act wisely on emerging threats that could reduce or even destroy the prospects for its institutional and organisational development. Four operational phases are needed to enable CILSS to restructure itself, strengthen its capacities and seize the opportunities that are emerging by 2050.

Figure 2 : CILSS institutional and organisational transformation phases, by the year 2050



Phase 1 : (2023-2025) Finalisation of the implementation of the reform

It relates to the implementation of the recommendations of the reform that has already been initiated. The 2023-2027 Work Plan should enable the institution to prioritise the mobilisation of public authorities in each State and to finalise the reform while mobilising the resources required to enable it to be resolutely in line with the ambitions defined in the 2050 Strategic Plan. This scenario recognises the progress made over the past decade, highlights the option resulting from the last organisational reform and will train the CONACILSS to better position them in more assertive roles in the system while making minor internal adjustments (repositioning of regional coordinators) without, however, structurally changing the institution's political situation and financial model.

Phase 2 : (2026-2030) Implementation and effectiveness of the CILSS sustainable financing mechanism

The new CILSS financial resource mobilisation model is endorsed by its bodies and the related texts are adopted.

This phase will see a transformation of the institutional and organisational framework and a major evolution of the legal framework and the processes and procedures for managing the institution's financial and human resources.

In this configuration, CILSS will also offer support and advisory services to TFPs, IGOs, private companies, universities and NGOs that need them. CILSS' current expertise allows it to extend beyond West Africa to other regions of the continent (Central Africa, East Africa, etc.) in the medium and long term. This will pave the way for CILSS to become an essential leader in Africa in its fields of competence.

Phase 3 : (2031-2040) Deepening of CILSS institutional and organisational reform and emergence of the configuration of CILSS recognised as a Pan-African Technical Agency.

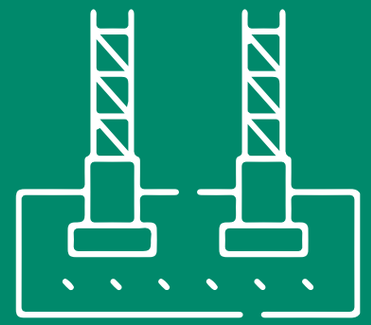
This phase will be one of institutional change at the following levels :

- institutional framework for the emergence of new bodies to guide and drive the institution ;
- organisational framework that moves from a regional political-technical organisation to a pan-African organisation with a technical vocation ;
- a diversification-based approach to partnership development in order to increase its scientific and technical dimension.

Phase 4 : (2041-2050) An institution with a technical and scientific vocation on which emerging Africa is relying to gradually enter the century of consecration of its leadership.

This phase is the institutional and organisational implementation of the CILSS Vision 2050.+9/*

It is in the light of these phases that the strategic plan for 2050 is built on the strategic areas described below.



05

STRATEGIC FOUNDATION

5. STRATEGIC FOUNDATION

5.1. Mandate, vision, missions, guiding principles and organisational values

5.1.1. Mandate

The mandate assigned to CILSS by the States is :

«Devote efforts to the search for Food and Nutrition Security and fighting against the effects of desertification and climate change for an ecological balance and sustainable development in the Sahel and West Africa».

5.1.2. Vision

The CILSS 2050 vision is as follows :

« By 2050, CILSS' technical and scientific know-how will be fully deployed, contributing to the well-being of the Sahelian and West African populations».

5.1.3. Missions

By virtue of its statute and mandate, CILSS has the following missions :

a. Contribute to the attainment of food and nutrition security and better management of natural resources in the Sahelian and Sudano-Sahelian zones (sustainable land management/biodiversity) for a sustainable development of the region ;

b. Support and assist Member States in the formulation, analysis, harmonisation and implementation of policies, strategies and programmes in the fields of agriculture, food and nutrition security, climate change and water management ;

c. Coordinate at the sub-regional and regional levels all the discussions and actions carried out to control :

(i) the demographic constraints that hinder economic growth and sustainable food and nutrition security ;

(ii) migration, and promote ;

(iii) youth employment ;

(iv) gender, women's empowerment and the demographic dividend ;

d. Contribute to strengthening cooperation between Member States in their common efforts to combat food and nutrition insecurity and the effects of drought and climate change ;

e. Support Member States in the implementation of regional regulations on agricultural inputs (pesticides, seeds and fertilisers) and the prevention of risks associated with the use of modern biotechnology ;

f. Develop and implement actions to improve intra-regional trade and exchanges of agro-forestry-pastoral and fishery products ;

g. Develop and support the implementation in the countries of water management actions for the development of irrigation and the satisfaction of pastoral and domestic needs ;

h. Promote the capitalisation and dissemination of (best practices) experiences and lessons learnt in the areas of Food and Nutrition Security (FNS), Natural Resources Management and Climate Change (NRM/CC), Water Management and Regional Trade, Population, Gender and Demographic Dividend ;

i. Support States in strengthening information systems to inform, raise awareness and above all enable decision-making in the areas of food and nutrition security, natural resources management and climate change, markets, water management and population, gender and demographic dividend issues by Member States and the International Community ;

j. Support and strengthen the capacities of Member States in weather, climate, hydrological, agro-meteorological and demographic forecasting for disaster risk reduction and through diploma and in-service training in its fields of intervention ;

k. Support coastal countries in addressing their specific issues ;

l. Assist and supervise specific cooperation and exchange actions between member countries in the field of rural development.

5.1.4. Guiding principles of the strategy

Seven guiding principles underpin the strategy. They are as follows :

- Customer-oriented ;
- Participation (participatory and gender approach) ;
    - Subsidiarity ;
    - Programme orientation (programme approach) ;

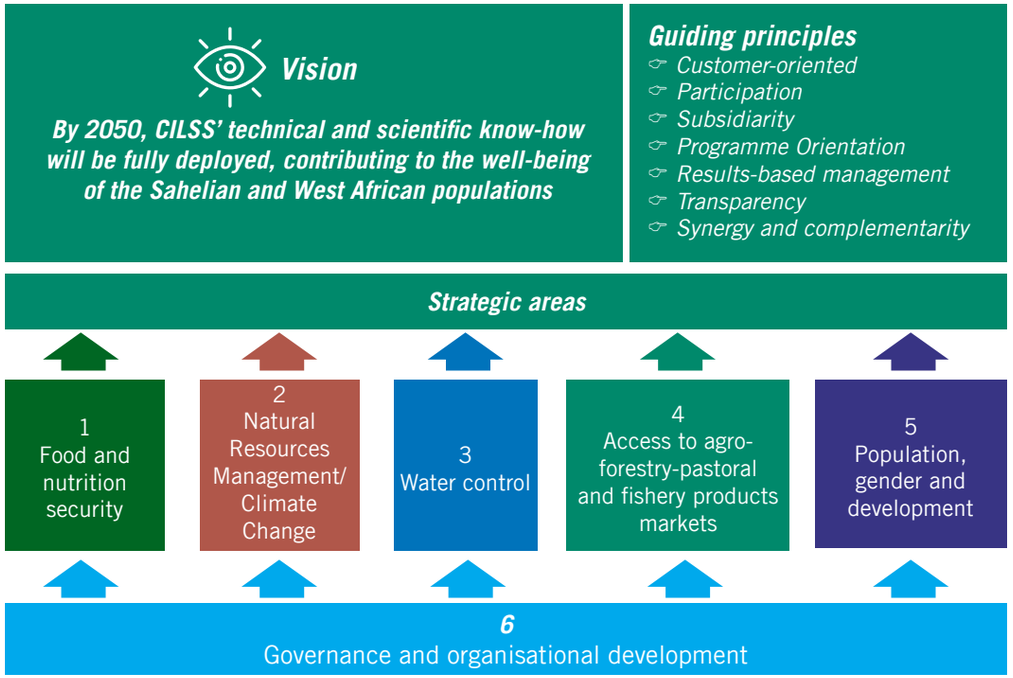
- ☞ Results-based management (RBM) ;
- ☞ Transparency ;
- ☞ Synergy and complementarity between operational sites and/or Member States

5.2. Presentation of the strategic lines

5.2.1. The overall architecture of the strategy

The axes of the CILSS 2050 Strategic Plan are aligned with the areas of intervention reviewed in the framework of the new reform. The main objective is to enable the institution to capitalise on its achievements and consolidate them in the long term while adapting to the new sub-regional and international context by developing new know-how without becoming dispersed. The strategy is based on **five operational axes and one axis dealing with institutional and organisational governance** (The Enabling Environment), which correspond to the strategic objectives. The following figure presents the overall architecture of the strategy.

Figure 3 : Overall strategy diagram



5.2.2. Presentation of the results of the strategic plan

The strategy lines, their different strategic outcomes and intermediate results are presented in the following sections.

STRATEGIC AREA 1 :
Food and Nutrition Security

01

5.2.2.1. Strategic Area 1: Food and Nutrition Security

The growth of agricultural production in the West African region has been spectacular over the last thirty years, resulting in an increase in per capita food availability excluding imports of between 1,700 and 2,400 kilocalories over the period 1980-2007. Despite these results, made possible through several decades of efforts by governments with the support of their partners, and in view of its faster population growth, the Sahelian and West African sub-region remains prone to chronic food and nutritional insecurity which, in recent times, has become more widespread and particularly impacts vulnerable populations such as rural households, women and children. On a daily basis, about 40% of the Sahelian population is food insecure and chronically malnourished.

The above diagnostic analysis of the critical food and nutrition situation indicates a geographical expansion and the complexification of its origins in which drought, climate change, poor agricultural practices, competition from mining operations, poor governance of agricultural development and, more recently, violent extremism reduce people's productive capacities. The result is the erosion of rural household livelihoods, massive population displacement, and rising food prices that further limit access to and satisfaction of food needs.

They are a clear indication that achieving the «Zero Hunger» objective by 2030 remains hypothetical for the entire sub-region and that the States, with the help of CILSS and other sub-regional organisations (ECOWAS and UEMOA), must redouble their efforts in the search for appropriate responses by acting on agricultural policies and strategies.

Since the 2000s, the Sahelian and West African States have been involved in the formulation and implementation of sustainable food security and nutrition policies and strategies. This culminated in the adoption of the CILSS Strategic Framework for Food Security, the UEMOA Agricultural Policy (PAU), and ECOWAS ECOWAP. These policies and strategies converge in three areas which are (i) the search for sustainable structural solutions, (ii) the implementation of food and nutrition crisis management tools/instruments and (iii) warning.

CILSS has always placed the fight against food and nutrition insecurity at the heart of its mission/mandate and actively supports IGOs and other actors by providing them with reliable information to help them make decisions. CILSS is also fully involved in the development of Member States' agricultural programmes and in organising high-level technical meetings as part of food and nutrition crisis prevention and management (PREGEC, RPCA). Furthermore, CILSS is strongly involved (as a technical agency) in the multi-stakeholder partnership on resilience (Global Alliance for Resilience Initiatives - AGIR) with a view to accelerating the achievement of the regional food and nutrition security agenda over 20 years by supporting the implementation of agricultural policies in the Sahel and West Africa.

In view of its experience and expertise, CILSS must continue to make a significant contribution to countering food and nutrition insecurity in its Member States. To this end, results have been targeted in the present 2050 Strategic Plan. In particular, CILSS must deepen and deploy all its expertise to further and continuously strengthen the capacities of Member States to better cope with the situation by increasing their production through :

i) the provision of agro-hydro-climatic services ;

ii) more appropriate agricultural policies that reconcile humanitarian imperatives with sustainable development and peace ;

iii) a greater capacity to anticipate risks and hazards ;

iv) ensuring the availability of quality inputs and plant protection products, and biosafety ;

v) the promotion of best agroforestry practices.

The scaling up of best practices for the resilience of agro-pastoral production systems is intended to contribute to strengthening the dynamics initiated by the States in synergy with their partners. This strategic axis is transcribed into a strategic result broken down into three intermediate results, as shown in the following figure.

Figure 4 : Strategic Area 1: Food and Nutrition Security

Strategic Objective 1 : Ensure sustainable food and nutrition security in West Africa and the Sahel.

Strategic outcome	Intermediate results
SO.1 : People's resilience to food and nutrition insecurity in West Africa and the Sahel is strengthened	**IR1.1 :** Countries take ownership of proven tools, instruments and mechanisms for prevention and management of food and nutrition crises. **IR1.2 :** The integration of nutrition into agricultural policies and strategies is strengthened. **IR1.3 :** National agro-forestry-pastoral and fisheries production systems have improved. **IR1.4 :** Countries' capacities for FNS governance and operationalization of the humanitarian-development-peace nexus are strengthened. **IR1.5 :** Regulations on agricultural, pastoral and aquaculture inputs and food safety control are effective in the countries.

5.2.2.2. Strategic Area 2 : Natural Resources Management/Climate Change

The agro-meteorological services offered by CILSS will be intensified and diversified, contributing more to the protection and conservation of natural ecosystems and ultimately to their resilience. Achieving the objective of this axis also includes taking into account the field of pastoralism, which is a niche in which CILSS has positioned itself and for which there is an increasing interest from donors (World Bank, European Union, IsDB, etc.). Here, the sustainable management of ecosystems and the resilience of populations to the effects of climate change represent the ultimate change on the beneficiaries of CILSS interventions (States, populations, technical services, CSOs, etc.) as well as the support to national and regional nature conservation policies. Specifically, the achievement of this second strategic axis will require the attainment of five intermediate results.

Figure 5 : Strategic Area 2 : Natural Resources Management/Climate Change

Strategic Objective 2 : Contribute to sustainable management of natural resources and climate change mitigation in West Africa and the Sahel

Strategic outcome	Intermediate results
SO.2 : Natural resources and climate change impacts are effectively managed	**IR2.1 :** Sustainable land management in West Africa and the Sahel is strengthened. **IR2.2 :** The climate resilience of populations and ecosystems in the Sahel and West Africa is strengthened. **IR2.3 :** Information on livestock systems is regularly produced and provided to West African and Sahelian States. **IR2.4 :** The capacities of West African and Sahelian states to promote renewable energy are strengthened. **IR2.5 :** Capacities for formulating and implementing policies and strategies in the areas of environment, livestock, agro-forestry-pastoralism and fisheries in the West African and Sahelian States are strengthened.

5.2.2.3. Strategic area 3: Water control

Despite the efforts made by CILSS with the support of its Member States and its traditional technical and financial partners, the levels of investment in the field of water (control and management) remain below the expected results. Yet, the economies of the States remain highly dependent on water.

Responses to water control have had mixed success to date. The vulnerability of States to rainfall variability (drought versus floods) and climate change persists. A very large proportion of the population, especially the poor in rural and peri-urban areas, still lacks access to safe drinking water and sanitation in a sustainable manner. In such a context, a paradigm shift is needed in the search for solutions to the development problems of the CILSS region. A change of paradigm means no longer being satisfied with trying to solve the problem of the sub-region's vulnerability by tackling the symptoms (desertification, famine, difficulties in accessing drinking water, rural exodus), but rather acting at the root of the problem: the lack of water control. Water control is a key factor in food insecurity in many geographical areas of the CILSS region, where it is less a question of the absolute availability of water resources than of their poor distribution in time and space, and the great unpredictability of this distribution.

Within the framework of this axis, CILSS will work to strengthen, develop and disseminate mechanisms for integrated water resources management and the prevention of risks and disasters linked to extreme climatic events to help States and communities increase their appropriate access to the resource for domestic use, agricultural production and for their resilience in the face of related challenges.

Particular emphasis should be placed on the production and management of knowledge on water resources.

Strategic area 3 is broken down into one strategic outcome with three (03) intermediate results.

Figure 6 : Strategic area 3: Water control

Strategic Objective 3 : Strengthen capacities and/or techniques and/or policies for sustainable water management in West Africa and the Sahel.

Strategic outcome	Intermediate results
SO.3 : Water resources management and risk and disaster reduction related to extreme hydro-climatic events are strengthened	**IR3.1 :** Information and knowledge relevant to the management of water resources and associated risks are available and accessible. **IR3.2 :** The use of water resources for agricultural and socio-economic development is strengthened. **IR3.3 :** Prevention and management of water-related risks and disasters are strengthened.

STRATEGIC AREA 4 :
Access to agro-forestry-pastoral and fishery products markets

04

5.2.2.4. Strategic area 4: Access to agro-forestry-pastoral and fishery products markets

West African demand for agro-pastoral products has risen sharply over the last twenty years as a result of the strong demographic explosion and the dual pressure of urbanisation and the expansion of the middle classes. As regards the demand for meat products, it is polarised by the markets of coastal countries which, despite their proactive livestock development policies, still depend on imports from Sahelian countries. For their part, the Sahelian countries are struggling to ensure a balance between population growth and agricultural production growth, which creates a need to import food products from coastal countries.

These intersecting needs have created a strong interdependence between Sahelian and coastal countries, which means that these two groups of countries have always maintained trade relations that have grown considerably. CILSS has a long history of contributing to the strengthening of these trade links in order to ensure better supply of the sub-regional market, and has focused primarily on providing information on product flows, building the capacity of stakeholders and facilitating trade. CILSS has built up a strong reputation in the sub-region on these issues, which it intends to strengthen in the years to come.

This calls for a readjustment of the service offer to the real needs of stakeholders, in a context where the latter's ability to obtain commercial information has increased. The approach and working tools will therefore be refocused around distinctive digital solutions that will ensure that CILSS retains its appeal to stakeholders and the leading role it has always played in market development in the sub-region. The use of digital tools will be particularly intensified in the area of trade promotion to provide actors with a virtual meeting place, the main advantages of which will be lower approach costs and reduced risks associated with the movement of people and cash in a context of high insecurity. The implementation of digital solutions to stimulate trade also aims to give regional actors easier access to extra-regional business opportunities offered by the launch of the Continental Free Trade Area (CFTA).

Through this strategic area, CILSS will also redeploy its support to the processing of agro-pastoral products, an area in which it has played a pioneering role with the PROCELOS project. More generally, particular attention will be paid to the quality management of products traded in the sub-region.

Finally, the interventions within the framework of this strategic area aim to provide the region with real capacities for anticipating crises, but also for exploiting new opportunities thanks to the implementation of a monitoring and forecasting framework on market dynamics.

In summary, there are three bases to consider :

- Markets and stocks: these relate to the free movement of agro-forestry-pastoral and fishery products ;
- Trade: Here, the focus will be on improving trade rates for agro-forestry-pastoral products, particularly ;
- Regional trade policy and advocacy: Strengthening the implementation of regional trade policy will need to be the focus of efforts at this level.

Figure 7 : Strategic Area 4: Access to markets for agro-forestry-pastoral and fishery products

Strategic objective 4 : Optimise intra-regional trade and the processing of agro-forestry-pastoral and fisheries products for the benefit of the population

Strategic outcome	Intermediate results
SO.4 : Trade in raw and processed agro-forestry-pastoral and fishery products has increased between West African and Sahelian countries	**IR4.1 :** Regional policies and instruments on trade in agro-forestry-pastoral and fishery products are better implemented and more incentive-based. **IR4.2 :** The performance of regional organisations of regional trade actors is increased. **IR4.3 :** Processing and marketing of local products have increased. **IR4.4 :** Reliable market information for agro-forestry-pastoral and fishery products is available and accessible in time. **IR4.5 :** Strategic watch-keeping on market dynamics is functional.

05 STRATEGIC AREA 5 : Population, Gender and Development

5.2.2.5. Strategic Area 5: Population, Gender and Development

This strategic axis aims to strengthen the integration of population, migration, gender and gender-based violence, demographic dividend and women and youth empowerment issues into the strategies, policies, programmes and projects of CILSS Member States in the areas of food and nutrition security, market access, natural resources management, climate change, water control and combating desertification.

Population :

177,9 million
residents in CILSS

423,2 million
people in West Africa

1,4 billion
people in Africa

7,8 billion
people in the world

CILSS and its Member States will experience a massive increase in population numbers in the future. According to the demographic prospects drawn up by CERPOD on the basis of those of the United Nations (The World Population Prospects, the 2019 Revision), the total CILSS population is estimated at 177.9 million in 2022, compared with 423.2 million for West Africa, 1.4 billion for Africa and 7.8 billion for the world. By the year 2050, CILSS will double its 2022 population and will have more than 354.9 million inhabitants on 1 July 2050. By the same date, West Africa will have 796.5 million inhabitants compared to 2.5 billion for Africa and 9.7 billion for the world. This population increase is the result of the combined effect of mortality, nuptiality, fertility and international migration (immigration and emigration). At any given time, population size, fertility and mortality can create a complex interactional situation that can slow down or stimulate the process of social progress. Currently, CILSS and its Member States are in the midst of a demographic transition. Mortality rates are falling and fertility levels remain high. The level of the total fertility rate varies between 2.2 children per woman in Cabo Verde (minimum level) and 7.1 children per woman in Niger (maximum level). The total population of CILSS and its Member States is made up mostly of women and young people. Women represent more than half of the total population and young people under 35 years of age represent more than 2/3 of the total population.

This demographic transition raises major issues and challenges for all areas of intervention by CILSS and its Member States: food and nutrition security issues; market access issues; natural resources management issues; climate change issues; water control issues; issues related to the structure and dynamics of the population; issues related to migration and conflict; issues related to gender and the empowerment of women and young people; issues related to the demographic transition, the capture of the demographic dividend and its distribution amongst the various sectors of economic and social development in CILSS and its Member States.

Population growth, poverty, food insecurity, hunger and malnutrition are in constant interaction: poverty perpetuates demographic problems, including structural food insecurity, hunger and chronic malnutrition, while the degradation of the environment and natural resources caused by rapid population growth - in a context of climate change - exacerbates poverty and amplifies the demographic and economic problems to be solved in the sub-region.

In the face of these multiple and complex interrelationships, which constitute real challenges for the sub-region, there is a need to better understand and manage these cause and effect relationships between population, environment, natural resources management, climate change, food security, nutrition and poverty in the Sahel and West African countries.

In view of all these major issues and challenges linked to the demographic structure and dynamics, CILSS intends to strengthen its role in supporting its Member States through studies and research, policy and strategy formulation, scientific and technical infor-

mation, and technical capacity building on population, gender, demographic dividend and development issues. At this level, it is important to ensure that the results of studies conducted in the region by regional actors (ECOWAS, UEMOA, RPOs, CORAF, etc.) are put to good use in order to avoid efforts to reinvent the wheel and streamline resources that are already scarce.

In the sub-region, unlike ECOWAS and UEMOA, CILSS is the only Inter-Governmental Organisation (IGO) to have created a structure within it since 1978 to carry out studies and research on the interactions between population, gender, the demographic dividend and development, in order to support the design, formulation and operationalization of the policies and strategies of its Member States.

Figure 8 : Strategic Area 5: Population, Gender and Development

Strategic Objective 5 : Ensure the integration of demographic, gender and demographic dividend variables into the strategies, policies, programmes and projects of CILSS and its Member States.

Strategic outcome	Intermediate results
S0.5: Member States ensure better integration of population, gender and demographic dividend dimensions in their national and sectoral policies and strategies	**IR5.1 :** Knowledge on the interactions between population, gender, demographic dividend, and the major themes of CILSS actions is improved. **IR5.2 :** Monitoring, evaluation and coordination of the demographic dividend are ensured at CILSS and in its Member States. **RI5.3 :** Member States' capacity to analyse the interactions between population, gender, the demographic dividend, food and nutrition security, market dynamics, natural resources management, climate change, and water control is improved. **RI5.4 :** Gender is institutionalized in the CILSS system.

5.2.2.6. Strategic Area 6: Governance and Organisational Development

The Enabling Environment represents the strategic conditions that CILSS needs to put in place in order to effectively accomplish its mission, in particular the five other strategic axes. It allows for the optimal operationalization of the new reform, both in relation to the CILSS mandate and to the challenges of the new regional and international environment.

The aim is to put in place the necessary conditions for the effective and efficient execution of CILSS missions. In this respect, the main levers to be acted upon are :

- Strengthening CILSS' capacity to influence States through its political positioning ;
- Development of strategic partnerships and strategic intelligence ;
- Adequate institutional anchoring of CONCILSS in the States and their better involvement in CILSS actions ;
- The strengthening of the management through the development of a better complementarity and synergy between the ES, the CRA and the INSAH ;
- The development of a financial model linked to a well-established human resources management policy ;
- The development of an integrated information system ;
- The development of a culture of monitoring-evaluation, capitalisation and knowledge management coupled with a communication strategy capable of disseminating the added value that CILSS brings to the States ;
- Strengthening internal audit to ensure reliability and transparency in the management of resources.

Figure 9 : Strategic Area 6: Governance and Organisational Development

Strategic Objective 6: Improve the performance of CILSS institutional and organisational governance

Strategic outcome	Intermediate results
SO.6 : CILSS institutional and organisational governance has improved	**IR6.1:** The implementation of the reform on the governance bodies is effective and enhances CILSS' capacity to influence and position itself; **IR6.2:** CILSS' technical influence in its Member States is improved through greater involvement of CONACILSS; **IR.3:** Administrative, accounting and financial management is improved; **IR.4:** CILSS staff are motivated and efficient; **IR.5:** CILSS visibility is increased and its outreach enhanced; **IR6:** Monitoring and evaluation, capitalisation and integrated knowledge management are strengthened; **IR7:** The information system is integrated and secured to ensure good responsiveness in the management of operations; **IR8:** Strategic partnerships, complementarities and synergies are established with other development actors

Permanent Interstate Committee for Drought Control in the Sahel
03 BP 7049 Ouagadougou 03 BURKINA FASO
Tél. : +226 25 49 96 00 - Fax : +226 25 37 41 32
Email : administration.se@cilss.int
www.cilss.int

INNOPROX Management : +226 25 40 28 58