



THE GROWTH POLE OF BAGRÉ: AN ANALYSIS OF THE COMMUNICATION SYSTEM AROUND A NATIONAL DEVELOPMENT PROJECT IN THE MUNICIPALITY OF BAGRÉ, PROVINCE OF BOULGOU, CENTRAL REGION OF BURKINA FASO



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ABSTRACT

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Bagrèpôle is the first growth pole in Burkina Faso. This growth pole combines rainy season crops, breeding, fishing, agriculture, wildlife, tourism and represents a place that attracts domestic and international investors. The present study articulated an analysis of the communication of Bagrèpôle as a project. It is trying to understand the scope of this communication in the construction of a Bagrèpôle culture and an internal and external image. It helps to highlight first the role and the place of communication in the implementation of the project and then the communication strategies adopted with a view to the adhesion of the populations and the investors to the Bagrèpôle project.

Contribution/ Originality: This study is one of the very few studies that have interested in the analysis of the communication of the project of Bagrepole. It highlights the role and place of communication in the implementation of the project and also the communication strategies adopted. □

1. INTRODUCTION

1.1. Context and Position of the Problem

The main entrance of this reflection is to consider Bagrèpôle or Bagrè growth pole as a project. This entry by the project has at least two major theoretical implications: the first consists in taking the project as a structure, thus an organization considered as a group of people, of technical devices, of and social practices in Interaction (Bernoux *et al.*, 2005). The second is based on the project as an instrument of public action to understand social transformations (Pinson, 2009) and the meaning and scope of a governance by the project (Lascoumes and Le Galès, 2004; Lascoumes, 2007). In this context, the project is an instrument of social mobilization (Teisserenc, 2006; Zongo, 2016) as long as it bases or not the argument of a valuation of specific territorial resources.

Taking this perspective between the theories of organizations and the analysis of public action, the objective is to be able to analyze the project as such, starting from the actors who animate it, the social practices that are taking

place there and the means the Agents have to conduct the project towards its purpose. In concrete terms, the approach consists in combining various theories of organizations (at least, sociology and communication), in order to understand the sense of organization of communication in the project, but also its scope in a social environment in perpetual change. In taking this entry, the challenge is to make an analysis of the communication of the Bagrèpôle as a project, and to understand the scope of this communication in the construction of a Bagrèpôle culture and an image both internal and external of this project. This theoretical entry allows situating the communication from both, its purposes and its functions viewpoints. To this end, the reference to the text by Giroux (1994) makes it possible to highlight an evolving definition of internal communication.

By considering the project as an organization, the communication of the project should analyze at least in two ways: internal communication and external communication. The necessity to approach the communication of the project from these two angles at the same time, because of the perspective of the instrumentation of public action highlights and forwards the diversity and plurality of actors that revolve around the project, including the regulatory work that the public actor continues to do, in particular, the state. □

Burkina Faso is a landlocked agricultural country. Agricultural activity occupies 80% of the population. Generally, these populations only work only in a rainy season, three months out of twelve. It is therefore agriculture dependent on the whims of nature. Stricken by extreme poverty, it is a population lacking in resources. The production techniques used are rudimentary and the peasant is struggling through his three months of activities to cover his annual needs.

The vast majority of populations in rural and urban areas are suffering from scarcity or undernourishment. It is in this context that initiatives such as the construction of agricultural dams have emerged to allow not only the full-time production of our producers twelve months out of twelve, but also to modernize their activities in order to fight poverty in Burkina Faso. This is the case of Bagrèpôle, which is the first growth pole of the country.

In the context of the search for strategies to fight poverty and promotion of development, the state of Burkina Faso, through the strategy of accelerated growth of sustainable development (SCADD), has initiated across the country major projects called Poles of growth. These projects must contribute to fighting against poverty throughout the country. Bagrèpôle or growth pole of Bagrè is one of these kinds of projects. As a result, it mobilizes several local and external partners and receives special attention from the government. □

The projects are a place of innovation that is, contributions in an environment that is not neutral or pristine, new behaviors, new logics, and values, in short, new ways of seeing or doing. Very often, these logics do not superimpose on those already in presence. In order for the expected results to take shape, there is a work of appropriation of the new logics and practices by the local actors, to be done. To succeed in this bet, we need to develop strategies that allow the different actors to exchange, to listen to each other, to understand each other: the communication allows an interaction between the different actors within the framework of the project. This is why the project is also an instrument for mobilizing this diversity (Pinson, in Lascoumes and Le Galès (2004)). This dynamic has formalized at Bagrèpôle by the creation of a communication service. This service is responsible for the conduct of Bargepole's communication policy by establishing tools, means and communication framework for which this study is subject.

While the institutionalization of communication is a fact, the challenges in the management of Bagrèpôle remain enormous in relation to the social, economic and political issues that this project implies. Historically, the Bagrèpôle project dates back to 1972. At that time, the government's goal was to participate in the economic development of onchocerciasis-delivered areas thanks to joint action by the State and the World Health Organization (WHO), the World Bank and other partners. At the beginning, the project had an agricultural vocation with rice speculation. In view of the potential that the site of Bagrèpôle offered and according to the ambitions of the Government of Burkina Faso, the project will evolve as a pole of growth in axis N ° 1 of the SCADD. The Government's involvement has made Bagrèpôle a real economic issue. Partners like the Republic of

China Taiwan, the World Bank have allowed the development of complementary areas. Bagré has proven economic opportunities. There is a significant migratory flux in the area. New villages are creating, the population increases, from 17,959 inhabitants in 1996 in the Department of Bagré to 30,000 inhabitants today (an increase of 67% in 16 years).

Large and small migrations, rainy season crops, breeding, fishing, agriculture, wildlife, small and medium-sized businesses, tourism, show that Barge is a place that attracts people, domestic and foreign investors. The management of this great influx into a synergy of energies is a communication challenge in order to ensure Barge the identification of all the actors around this ambition of economic development. This is all the more necessary because indigenous peoples sometimes view immigrants as invaders but also when small producers do not always understand the allocation of parcels to large producers. In this connection, questions arise as to the place of communication in the construction of this pole of growth that is Agropole. Then, what then is the role and place of communication in the implementation of the Barge growth pole project? What communication strategies have been adopted to wrest people's membership and encourage investors to take ownership of Barge pole? How do the communication processes implemented allow the management of conflicts (Zongo, 2009) that structure the relationship between a diversity of actors with specific interests around Agropole resources?

1.2. A Theoretical Entry by the Communication of the Organizations

The implementation of this research has based on a theoretical approach to analyzing the communication processes in relation to the dynamics of change. In the field of communication, theories there are several possibilities. By considering Bagrépôle as a project, it can analyze with the tools offered by the theories of organizations. In this multidisciplinary field, we find the communication of organizations and companies. Several researchers have focused on the communication of organizations or on corporate communication (Libaert, 2005) or more specifically on the internal communication of the company, Paris (D'Almeida and Libaert, 2002). For some, success in daily life is based on the control of internal communication (Lehnisch, 1988). Such an assertion developed in other works that emphasize concrete variables involved in the development process. For Pierre (1993) the strategies of change in the organization are based on the development and mobilization of internal culture and communication. The corporate culture allows not only to manage otherwise but above all to overcome cultural resistances, sources of conflicts and organizational blockages (Eric *et al.*, 2002). While these works emphasize the functions of communication and its links to strategies for change, Giroux (1994) is a critical analysis of the very definition of internal communication. From this critical approach, the different designs allow overcoming an approach by the functions for an approach by the purposes of communication. In a rather strategic approach rather, Giroux (1994) proposes a definition of evolving internal communication focused on the purposes of communication. For her, there are three ways to communicate within companies and organizations. She shows how agents mobilized according to the purpose of the communication in force. Thus, when the communication takes the tone of the organizing communication (Giroux, 1994; Bouzon, 2002) this is a communication that promotes doing it together and that implies participatory management of the Organization. For the author, this is a practice that is still very little used, the management habits still content with the productive communication (making), the most widespread form and integrated communication (be together). In productive communication, communication is as a production tool; it is as a message transmitted to a receiver. In this mechanical and instrumental vision of communication, the organization is as a machine, a whole, a productive entity where there are leaders and workers, a formal and informal structure with lines of authority. The message is operative and concerns just what related to the work, which is necessary for the organization of the work. It is a linear, downward and limited communication for productive purposes. The interactions are limited because the communication refers to instrumentation for the good running of the work. As for integrated communication, it allows grasping communication as a relationship

within the organization. In this case, it aims to gather the members of the communication within the organization. Communication is then an interaction. Reciprocity of the action refers to an organizational vision of communication.

If Giroux (1994) presents the virtues of an organizing communication, embryonic despite everything and without an empirical anchorage yet, it remains that communication nevertheless allows constructing an image that can be perceived differently according to the Positions of the actors. In addition, organizing communication is one of the best ways to access participatory dynamic and to build a positive image of the Organization, both internally and in relation to the external environment. In this perspective, Lemaître (1990) already showed that the strategy and image of the company are largely dependent on corporate communication. In this strategic vision of the company, the identity of the company becomes a central category. It is based as much on the corporate culture, in particular its philosophy, its policy and the actions related there, to as on the image of the company that emerges by the fact of internal and external communication. To know precisely this identity of the company is to understand its way of thinking and functioning, as well as the mode of operation of the market on which it operates. This knowledge of the identity of the company allows the manager to act on it, in order to help the company to adapt to the changes, to improve its performance and to impregnate its brand.

Starting from this theoretical perspective, the following question shows the direction of this research. How can we identify Bagrépôle's communication as a project, therefore as a structure? How does this communication contribute to conveying or constructing a precise picture of this project? [As a resource] What is the scope of communication in the management and implementation of the processes that Bagrépôle implies as a social transformation project based on territorial resources?

2. METHODOLOGY

This study focuses on the municipality of Bagré (figure 1) in March 2018. To carry out this research, two main data collection techniques have used: The documentary review and the individual and collective semi-directive interview with twenty-two (22) persons from five unions who are:

- The Union of Rice producers.
- The Union of Rice processors;
- The Union of Fish processors;
- The Union of fishermen
- The Union of Steamers.

The interest of the documentary magazine is that it allows to have information from the grey literature of the contracting of Bagré (MOB in French), or any other report related to the project. This grey literature makes it possible to know more about the project, its history, its implementation, the constraints, and difficulties encountered the issues and challenges, etc. The documentary review also deals with scholarly research on communication, local and territorial development, analysis of public policies and their effects on the implementation of transformation projects. This documentary review as a whole is the foundation of the theoretical and conceptual framework. It is on this basis that the research problem is building.

This documentary review has completed a field survey. This survey based on semi-directive interviews with a diversity of actors around Bagrépôle. The first informants are the producers (Agro-businessmen and small producers), the consumers of the products, but also and especially the actors implementing Bagrépôle. The survey also concerns institutional actors, including those of the Ministry of Agriculture and Water Resources, the prime ministry, and to some extent the Ministry of Finance. It also takes into account the technical and financial partners, the social partners, NGOs and local associations in particular, the associations of users and other activities around the resources of Bagrépôle, the media.

3. RESULTS AND DISCUSSION

3.1. Bagrépôle and the Valorization of Resources of a Territory

Bagrépôle is a mixed-economy company. A project housed in the prime ministry. The state, to its staff in addition to the other institutional actors, assigned to the project. Bagrépôle is an integrated project aimed at promoting the development of the project area and starting from all of Burkina Faso. Bagrépôle is above all a development project conceived as a pole of growth. What is a growth pole?

a. Bagrépôle, a Pole of Growth

A growth pole is to promote economic activities around one or more industries or sectors, by sharing the same infrastructure, the same services in a particular region, through a critical mass of interventions (Economic infrastructure, business assistance, reform and institutional policies to develop these enterprises and industries. The desired effect in the establishment of a growth pole is the catalytic role it plays in the creation of benefit, jobs, etc., on the identified sectors and the fact that it promotes the clustering and development of companies. The Bagré Growth Pole Project is an integrated development project of Burkina Faso supported by the World Bank. Its objective is to contribute to the diversification of the sources of economic growth in Burkina Faso. The project aims to contribute to the growth of economic activity in the Bagré area, with positive impacts and effects on the national economy through the development of commercial agriculture, food processing, The increase in the number of jobs created, the increase in the value of production and the development of services in Bagré (in the central-east region). A project receives a donation from the World Bank for US \$115 million (approximately 57 billion CFA francs). [http://www.bagrepole.com/decouvrir-bagrepole/pole-de-croissance/, accessed 24 March 2017

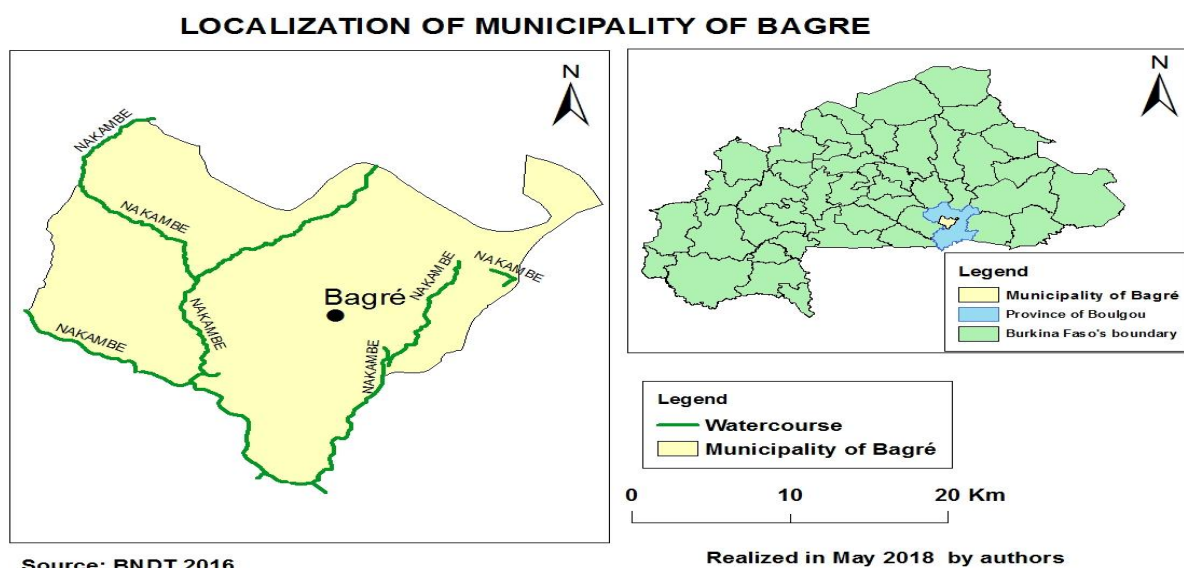


Figure-1. Localization of Bagré

(Source: from current study)

Viewed from this perspective, the entry by the project keeps its interest; to be able to show the processes and dynamics that help to value a resource, making it visible, and allowing its enhancement. The Bagrépôle project is then a local territorial resource, whose valorization is part of a more comprehensive process, the development of the country, a territory creating new productive resources (Pecqueur, 2005;2006). The Government initiated the project in 1972 in order to participate in the economic development of areas freed from onchocerciasis. At the beginning, the project was an agricultural project with rice speculation capable of irrigating an area of 30 000 ha. Subsequently, it became necessary to add a power generation component. The project underwent various phases

ranging from the development of the Volta Valleys in 1972 to the creation of Bagrépôle by way of the MOB in 1986.□

The overall objective of the "Bagré Growth Pole" project is to help increase economic activity in the Bagré area through increased private investment, job creation and agricultural production. In the long term, Bagrépôle will have to contribute to reducing poverty and promoting development in the Bagré area and thus to Burkina Faso.

b. A Diversity of Actors in a System

The implementation of the project requires the mobilization of a diversity of actors. The first actor of Bagrépôle is the government that is actually involved in the prime minister to ensure development. Since 2010, Bagrépôle has become the pilot project of the broad government program of the growth pole to improve competitiveness and promote economic diversification in Burkina Faso. The government is involved in the project through its local representatives, including the prefect and the officials assigned to the project.

However, a technical structure ensures the control of the project: the contracting of Bagré (MOB). The MOB is the entity responsible for the development of the pole. It is the main point of contact of the private operators at the growth pole of Bagré. It is a joint company responsible for the development, development and management of the hydro-agricultural infrastructure of the Bagré plains. It is responsible for the allocation of land and the development and management of critical infrastructures.

The implementation of development projects has based on technical and financial partnerships. It is in these conditions that the company's house and the World Bank intervene. The company's home is the organization that facilitates the business creation process. It is responsible for facilitating investments in the growth pole of Bagré, providing the necessary services for business development. It is also responsible for the development of critical services and support for SMEs and smallholders. Moreover, the body ensures the formalities for the creation of a company and the support services. The World Bank accompanies the activities of the Bagré growth Pole project. She is responsible for monitoring the activities carried out by the MOB and the company House of Burkina Faso (MEBF in French).

One of the key players in the project is the producers, agribusinessmen and small producers. Their goal is the development of the land of the Bagré growth Pole Project and the use of water from the dam. They are among the key players in the chain. Other important actors revolve around the project, starting with the riparian populations, the populations of the surrounding villages, the local media, etc.□

It is in a project context, involving a diversity of actors with specific interests and stakes, that the interest of observing social practices under the prism of communication, of its role and its scope in the configuration of dynamics Local social. The following analysis then highlights the communication to Bagrépôle.

c. Communication and Knowledge of the Project: The Meaning of a Self-Presentation

Producing, transforming, and developing business within the framework of the project requires finding a special interest in it, economic and social. To do this, the project must interest to the people through communication activities such as multimedia campaigns of information and awareness-raising on the Bagré Growth Pole Project (CBPP), its economic and social benefits; Specific and direct communication actions on the accompaniments due to the project to the base actors. It would also be appropriate to give more room to religious and customary dignitaries in the communication process instead to appeal to them only when there is a problem only.□

Between internal communication and the process of legitimizing the project, the actors use the communication stakes primarily to provide the means of knowledge of the project. These processes involve various meetings, specialized training, the availability of all these actors of communication media, training on specific tools and communication topics

« As part of the implementation of the project, there have been many meetings with Bagrèpôle to make the population understand the benefits of the project. We can say that the population has understood and accepted the project. »

[Interview with Moussa, the farmer at Bagrèpôle] □

The processes of communication at work make it possible to strengthen the mechanisms of knowledge and inter-knowledge in a system where various actors operate on projects with their interests. The knowledge of Bagrèpôle is above all his knowledge as a project, thus a resource with its strengths, its opportunities, its constraints, and weaknesses. In such a rural project, the use of mass media is one of the gateways of communication. Radio is one of the main means of communication in a rural society with an oral culture. Radio is an information, awareness and mobilization channel. It operates in at least four different languages: French, Moore, Fulfulde, and Bissa, in order to reach the maximum number of people and most populations in the area. Its practical role and usefulness are recognized, both by the internal actors, the radio broadcasters and by the people, the listeners of the radio Bagrèpôle FM. *« Radio mobilizes a lot because all the information goes through it and quickly reaches everyone. »*

[Interview with Zakaria Moussa, the farmer at Bagrèpôle] □

« In terms of communication, we have guided our strategy according to our targets. The radio is recent in this strategy because it emits since June 2014 and it directed towards communication with the population around the project pole of growth of Bagrè. This is due to the rural nature of the project with an illiterate population and the radio remains the main tool of mass communication. Direct and participatory programming, interactive programming and language programming, concerning to the local population. We have leaflets, bi-monthly, website, and flowers for our technical and financial partners. [...] In order to communicate with the responsible of Bagrèpôle, they joined the office so that they give their messages. Bagrèpôle works with technicians and the producers on the site. When management needed the producers or groupings for conferences or to pass messages, it was necessary to go around delivering summonses by structures or calling on mobile phones. With the radio, we do not need any more of that. Just go through the release. Therefore, this has dramatically reduced costs and facilitated communication. In addition, when someone loses an ox instead of putting fuel and moving from village to village to look for the animal, just pass make the release and that is enough. Often, some come to ask for the release and after a few days, they come to tell us to stop because the animal has found. That gives us satisfaction and tells us that people listen to the radio. »

[Interview with the director of Radio Bagerèpôle FM]

The social and practical usefulness of the radio was very clear in the talk of Bagrèpôle FM. If it helps to reduce physical distances, it also allows you to gain time and reach at the same time and at lower cost the targets without moving. It makes it possible to carry all information through the press releases and to provide solutions to problems encountered in the field on a daily life. Its major goal in mass communication must be associated with other tools such as mobile phone and Internet. The development of ICTs is an opportunity for a project like Bagrèpôle to refine its communication strategies and processes. In this regard, the project's website shows that the project also has the concern to present as much a better image of itself as shortening the distance between the actors with the site by the amount of information available at the same time. □

By click on the link, you can access on Bagrèpôle website (www.bagrepole.com). The project site allows discovering Bagrèpôle, the opportunities, achievements, the Bagrèpôle label, the press area and how to enter in contact with the project. Already, from the home page, there is a self-presentation (Goffman, 1973) that does not leave the visitor indifferent. The figures presented on agricultural production (450 000 tones), the 250 000 beneficiaries of the project, the 30 000 new jobs, and the 50 000 hectares of landscaped land, show both the strengths and opportunities offered by this project, designed As a resource, and valued as such through the face that the website presents to the world.



Figure-1. Home Page of the Bagré Growth Pole Project website (Screenshot of 27 March 2017)

(Source: from current study).

3.2. Communication Activities in Bagrépôle, Between the Need for Legitimizing and the Development of Skills to Act

In addition to the summary emphasis on organizational communication, the main communication activities reflect the meaning of social mobilization through an educational approach based on training, information and awareness raising and the various meetings of exchange, propitious moments of interaction and speaking.

a. Organizational Communication

The first level of analysis of communication at Bagrépôle is that of communication specific to the project itself as a structure, thus as an understood as a group of people, technical devices and social practices in interaction. In this scheme, the purpose of the organization is to provide a service or to manufacture a product. Its major challenge is to mobilize individual and collective energies for the realization of its activities, but also its ability to adapt to its environment. By designing Bagrépôle as an organization, the approach highlight, if only in a summary way, the meaning and scope of internal communication, as well as the role of external communication as much in the production and dissemination of an image of the project, and in the mobilization of the actors in the implementation of the processes that the project implies.

- *Internal communication*

In Bagrépôle, internal communication has a leading role. It plays a role in coordinating and managing the project and ensures the circulation of information at all hierarchical levels between the different services of the structure. The effectiveness of the project depends on it, as well as the image and visibility.

The internal communication is three orders: the first descendant goes from the hierarchical superiors to the subordinates. The second order is an upward communication that evolves in the opposite direction from the first. The concerns, aspirations, and suggestions of the agents traced back to the superiors through this channel. It improves the performance of the project. Finally, the third order is that which establishes an interaction between agents of the same hierarchical level. It facilitates decision-making and cohesion in action. It is through it that agents exchange information and knowledge. Globally, internal communication has the following tools and communication frameworks: memos, billboards, formal information or work meetings, telephone, reports, ideas boxes, Individual maintenance, the Internet, the telephone fleet, the messaging, the consultation frameworks, the review workshops.

All this allows the internal actors to exchange and guarantee the project a good functioning and better cohesion of the actors.

- *External communication: A diversity of activity to build the meaning of the report to Bagrépôle*

Taking care of one image and making its activities known is the concern of any project. This bet requires a better self-presentation (Goffman, 1973). Within the framework of Bagrépôle, this role held by the external communication, which intended to build and communicate a better image of the project on the one hand, to publicize the actions of the project, the potentialities, and the opportunities offered by the project other Part (figure 2). The ultimate goal of this communication is to attract the public, the technical and financial partners. External communication is the one that makes it possible to publicize the project, attract partners, inform the public, and promote values and behaviors in the project area. Bagrépôle uses the following communication and information tools and channels: the website, activity reports, press articles, radio and television programs. With regard to the diversity of communication tools and channels, what is the communication activities carried out by the project?

b. Communication and Social Mobilization

Within the framework of this project, the communication activities for the actors are the strengthening of technical and operational capacities, advocacy, and awareness of the general public. These activities as a whole are part of a double process. The first makes it possible to build the sense of commitment and mobilization of the actors, while the second is based on the necessity to develop the competence to act.

- *Technical and operational Capacity building*

Bagrépôle is an innovation project and a pilot project, which requires that the implementing actors have a certain level of knowledge of the processes and actions to adopt. These actors are composed of experts such as communication specialists, monitoring and evaluation, environmental management, financial management, water management, land. In short, it is the project management team, which is responsible for conducting the change for the implementation of the project activities and the development of this part of the national territory. It is therefore necessary for them to have both the material resources and the tools, that is to say, appropriate repositories to carry out their tasks. It is within this framework that training for the development of technical and operational capacities have initiated.

- *Conferences and advocacy*

From 19 to 21 September 2012 the first investor conference of the Bagré Growth pole held at the International Conference Centre of "Ouaga 2000" in Ouagadougou.

The goal of the Conference was to stimulate investors (foreigners and locals) on the growth pole of Bagré in order to create wealth and jobs in the project area. The purpose was specifically to present to private investors the investment opportunities identified in the Bagré growth cluster and to take into account their focus. In addition, the opportunity has used to provide investors with measures specifically to facilitate and accompany their installation in Bagré. On the project site, these measures can read as follows:

These conferences and advocacies contribute to the facilitation of productive dialogue and the creation of a sacred union between domestic and foreign private investors with the project management team. This Conference also provided a database of potential investors interested in intervening in Burkina Faso in general and in the context of the CBPP in particular. Participants in the Conference included national and international private investors, government authorities, funders, project experts and Public Administration. □

- *Information and awareness*

The goal of awareness rising is to publicize the CBPP and to facilitate people's adherence to the project's actions. Awareness-raising activities have made up of opportunities for exchanges and discussions with the people in the project area. They consisted of providing as much information as possible about the nature and objectives of the project to the populations in the villages and departments around the lake. The question was to specify the conditions for allocating the parcels, the conditions for the installation of the future operators, their organization and the modalities for managing the managed perimeters of Bagré contained in the specifications. Similarly, other types of awareness-raising actions have been undertaken. These actions based on traditional methods of assigning the task to religious and customary dignitaries to intercede with their community. These methods have the advantage to be held by people who have the surety of their community. Thus, that appeal to these community leaders, gives certain legitimacy and a social anchor to the project. Television and radio programmed have also mobilized for information and awareness raising. These mass media are using to inform and educate the public about the actions of the project and all the benefits, especially in terms of socio-economic development. They have the advantage of reaching a large number of populations beyond the project area.

Communication actions are a set of processes that still have to do, in order to give visibility to the project, and create conditions and mechanisms for mobilizing actors around the project and the valorization of its resources. For this, the image of the project as an organization is a determining variable. It is then possible to establish a connection between the communication and the presentation that the project makes of itself.

3.3. Bagrépôle's Communication System, Strengths and Challenges

This analysis of Bagrépôle's communication system focuses on the organization and structuring of communication processes. On this basis, the communication system presented through its strengths and weaknesses. It ends with the challenges of participatory communication.

a. Organization and Structuring of Communication

The role of communication is paramount to the success of a project. It enables the establishment of frameworks for dialogue, discussion and reflection, briefly the frameworks that allow the actors to discuss, listen to each other, to understand each other, to dispel misunderstandings and to agree on an applicable minimum. This is what establishes trust between the actors and allows them to accept each other. These are the conditions those without them the project is doomed to fail.

Bagrépôle is a regional, national or even international project designed to work towards the socio-economic development of populations in the project area. This is only possible if the actions of the project and their economic and social usefulness have known and understood by the actors at the base.

The Bagré Growth Pole Project has a consequent institutional system. It comprises a number of structures: the National Steering committee for Growth Poles. It provides strategic direction to the project determines its policy directing and solves the interdepartmental and other policy issues that may arise during the implementation of the project. A technical Secretary of the National Committee of Growth Poles: it is an operational support structure of the National Steering Committee of the Growth pole. The Board of administration of the restructured MOB extended to other stakeholders. The company's house in Burkina Faso for business support activities.

The MOB is the authority of the area. It is the guarantor of the state's heritage and responsible for the general policy of promotion, planning, development, and management of the area, including the legal mandate to enter the lease agreement with the companies. Then, the general management of the MOB will be the operational and executive entity with a mission the implementation of the project and master plan of development, monitoring-evaluation, and procurement; and all of this based on the principle of doing and making. The whole attached to the prime ministry. The PPCB has the necessary expertise to carry it out in time. However, a project is not just the

team of its implementation. It is also its people for whom the project initiated. The Expert group in charge of innovation, therefore the introduction of new values, new ways of doing things must interact with the people in the project area who have their own logic that must be taken into account. That is the importance of communication. In order to make this bet, experts must refer to their roadmaps, but they will take the risk of butting a failure if they do not incorporate local values. □

As for the project coordination and Implementation Team, the team spirit prevails. As each actor is responsible for driving his roadmap and knowing what binds him to others from a hierarchical and horizontal point of view, problems that are likely to undermine the good functioning of activities are scarce. □

The CBPP communication system has some strength that needs to be addressed. These strengths show that the momentum in that project based on a minimum of communication skills. The terms used to designate these forces or the existing ones are the actual existence of a communication service. The existence of information and communication tools. The existence of participatory tools; The capacity reinforcement actions of the actors; The existence of an investor database The existence of a Web site that allows the CBPP to communicate with the actors; The existence of a community radio station in Bagré.

Difficulties related to communication: the problem of the implication

Communication makes it possible to establish a reciprocal relationship between interlocutors. It based on respect, sharing and exchange. This interaction can contribute to changes in attitudes and behaviors that promote actions for development. The key to this process is mutual understanding without which no business is possible. But, what about at Bagré? Are the actors in accord?

The analysis shows that there are major limits to communication in the CBPP. The actors/beneficiaries of the project do not understand the approach and the speech of the project implementation team. They find the speech "arrogant" and the exclusive approach. They do not feel associated with the project.

First concerning, the ownership of the plots allocated in the years 80, the actors say that a usurpation of their plots is underway. Mr. Walgo said it well: *« we are worried... because even the land we grow, Bagré says it is not for us. Finally, we wonder whom the project has initiated. As far as I am concerned we have arrived since 1980 in the time of development of the Jacks Volta (AVV), if we come to snatch you from the land that AVV had given you without giving you any compensation, without explanation, there are a thousand questions to ask oneself, there has been no communication or negotiation with us. We just came to say that it is not for us. »*

Then, that is the problem of adapting the content of the messages to the radio arises. The content of radio communications is not realistic according to the actors. They say things that have not done on the ground and refuse to say what everyone knows. This is the case for the steamers working in the framework of the Union on the radio; a release would have made to believe that the steamers paid at 50,000 FCFA/month.

In fact, the union claims to get into debt to a bank to buy the rice to be steamed in its midst. The women who organize themselves to do the work ensure the operation of steaming. The problem that arises related to the compensation of the profits due to the activity. There was a blur around the management of these funds and this release would be to mislead the opinion.

In addition, another communication problem is the question of the representation of the actors with the authorities. The presidents of the unions are those who represent the actors and they are the ones who have the right to speak when the authorities visit Bagré. According to Mamadou *« What they say, it does not reflect the truth in any case not for the people of Bagré. We will tell you that we have received so many tons of fertilizer but we have never seen anything with our eyes. »*

« We need to involve all the players around water management. We, anglers, we are neglected. Even the funding does not come to us but to the vendors of fish (sales clerks). Since 2011, the dam closes in July in August for 45 days to allow reproduction. It was in 2015 that there was no closure due to the transition. Each time, the Management Committee (COGES) and the ministry structures have mobilized at the level of Tenkodogo. There are couriers and news releases

on the radio to inform and mobilize anglers. [...] It is necessary to involve all actors in the resolution of conflicts at the level of Bagrépôle. I am talking about all the group presidents who are in Bagrépôle. If a job does not concern a single person, one person should not do it. Otherwise, that will create problems. » [Interview with Fishermen]

« *We were not really involved; we received the space for the construction of the center, that's all. Bagrépôle helps us by providing advice through the technicians.* » [Interview with the steamers]

In most of the comments, it is the question of the implication that echoes. We want to be involved in the management of..., they did not involve us chanted in a way. The contradictions between this kind of affirmations and the words of the project-holders, or the managers of activities or the project, have put to the assets of a kind of communication hiatus linked itself to a difference in perceptions of social practices. Without going into debates about what real participation is, the question of stakeholder involvement is part of the overall debate on the idea of participatory development (Massimo, 2004). This participatory development involving itself a participatory communication process (Bessette and Rajasunderam, 1996; Bessette, 2004).

b. Communication and Participation

In the opinion of the actors implementing the project, there is a good circulation of information for the benefit of all the actors. The prefect says in these terms « *through the radio channel, all the press releases go, everything is going well.* » The annual balance sheets are also held. Therefore, there is regularity in the balance sheets. Information has well shared among all actors about achieved results and perspectives. In the analysis, it could be postulated that a communication process has been built that allow to have positive effects and minimize the weight of the problems. Nevertheless, conflicts arise around a number of facts can find various explanations. This shows that the existing communication is not a total guarantee of a flawless efficiency of the communication system. In practice, one realizes that there is an insufficient use of communication tools in order to give them functionality in the implementation of the policy and strategies of communication both internal and external. What has also denounced, if not criticized by the actors on the ground, is the tendency not to systematically involve the religious and customary dignitaries in the analysis and the search for consensual solutions concerning the problems that arise in the scope of the project activities. Even in a society at a crossroads, these local leaders remain prominent players, in terms of their ability to mobilize actors, and in the opposite sense, their capacity to demobilize the same actors in processes which The initiative would come from outside or not involve them sufficiently. The regret of the members of the co-operatives is that what participatory processes often refer to nevertheless limits dialogue to responsible of cooperatives. What in general is perceived negatively, and considered by these members there as a sort of conspiracy against them; They estimate that a more direct dialogue with all would make it possible to better take into account their concerns which the officials did not fully express at the time of the meetings.□

In the aftermath, it is the weakness of the participatory approach in the design and implementation of communication activities, and the activities of the short project that has highlighted by the respondents. In addition, which in fact raises the big question of participation, in the field of organization, of justification of the relevance of the projects and of the need for the commitment of each other. One can also understand why people feel that there is some sort of inadequacy of the content of the messages passed on the radio of the CBPP with the reality of the terrain. A hiatus tends to show the distance between the messages produced and the image of the PPCB perceived by the populations as a project. It remains that the analysis cannot satisfy immediately with such assumptions, without taking into account the context. In a project context, expectations of each other, requirements and possible compromises must be observe from a system-wide approach to a strategic analysis. If the project is a system that requires a holistic approach with the central idea of a functional interdependence of actors, processes and activities, the project also involves actors with interest.

In practice, the interests of each other are never identical, even less homogeneous. They may enter into competition, in conflict, as long as the knowledge of the purposes of the actions does not lead to an awareness of the

need to participate. The stakes in participatory processes is mainly to remember that the field of development constitutes an arena of social struggles (Olivier, 1993) in the sense that competition for appropriation and control of resources (Beridogo, 1998) Crystallize conflicts between actors (Blundo, 1992; Zongo, 2009). In such a context, participation, which requires commitment, has not decreed on the basis of speeches and texts devoted to them. It is based above all on a pedagogical approach, which consists in teaching the meaning and scope of the commitment, by the justification and legitimization of the action being made (Zongo, 2016) as a joint action to clarify the dynamics of Organized action (Friedberg, 1997).

4. CONCLUSION

The growth pole of Bagré or Bagrépole is a regional project focused around a diversity of activities carried out by a new way of organizing the social and economic space. This innovative project, aimed at combating poverty and promoting development, is a pilot case of the growth poles foreseen in the SCADD and which must be extended throughout the national territory. □

An innovative project par excellence, Bagrépole has had the foresight and merit of integrating a communication service with the project management structures, as people are not receptive to the new methods and values that the project is trying to promote. In these conditions, the role of communication is to make the project known, its advantages, to ensure the dialogue between the people and the project team, the Inter-knowledge and the inter-comprehension, of to work to the effective accession of the actors of all obedience to the philosophy of the project. Communication activities, beyond the needs of daily management, are oriented towards the processes of legitimization of the project. In addition, those which help to develop in the different actors, the competence to act, in a field of action which can be presented themselves as a local arena, in the sense that the interests of the different actors can be antagonistic and conflicting. In these circumstances, the major challenges have posed in terms of the involvement of each other in all processes, particularly in matters of decision-making. The sense of communication should be oriented, in part on participation, emphasizing the meaning of collaboration, and the search for the compromise between different actors.

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