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SENEGAL

FY 2010 Implementation Plan

U.S. Government Working Document

The Feed the Future (FTF) FY 2010 implementation plans are working documents outlining U.S. government planning for the first year of the Global Hunger and Food Security Initiative. These plans represent a transition towards the development of multiyear strategies and are targeted at investments that lay the foundation for a new country-level and coordinated approach with a diversity of partners. Multiyear strategies are under development that will span development and diplomatic actions across multiple USG agencies.

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Abbreviations and Acronyms

AGS	Accelerated Growth Strategy
APHIS	Animal and Plant Health Inspection Service
CAADP	Comprehensive African Agriculture Development Program
CDSMT	<i>Cadre des Dépenses Sectorielle à Moyen terme</i>
CFSVA	Comprehensive Food Security and Vulnerability Analysis
CNCR	<i>Conseil National de Concertation Ruraux</i>
COSFAM	Committee for Food Fortification
DA	Development Assistance
DAPS	Ministry of Agriculture Division of Strategic Planning and Monitoring
DCA	Development Credit Authority
DHS	Demographic Health Survey
DSRP	Document de Stratégie de Réduction de la Pauvreté
EGO	USAID's Economic Growth Office
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization
FAS	Foreign Agriculture Service
FIAS	Foreign Investment Advisory Service
FFP	Food for Peace
FSL	Foreign Service Limited
GAM	Global Acute Malnutrition
GFSR	Global Food Security Response
GOANA	Grand Offensive for Food and Abundance
GOS	Government of Senegal
ICRISAT	International Crops Research Institute for the Semi-Arid Tropics
ISRA	Institut Scientifique des Recherches Agricoles
JICA	Japan International Cooperation Agency
LOASP	<i>Loi d'Orientation Agro- Sylvo- Pastorale</i>
MCA	Millennium Challenge Account
MCC	Millennium Challenge Corporation
MDG	Millennium Development Goal
NEP	Nutrition Enhancement Program
NGO	Non-governmental organizations
OFDA	Office of Foreign Disaster Assistance
PMP	Performance Management Plan
PNASA	<i>Programme National d'Appui à la Sécurité Alimentaire</i>
PPP	Public Private Partnership
PRSP	Poverty Reduction Strategy Paper
REVA	<i>Plan de Retour Vers L'Agriculture</i>
SCA	<i>Stratégie de Croissance Accélérée (Accelerated Growth Strategy)</i>
SMART	Standardized Monitoring and Assessment of Relief and Transitions
SME	Small and Medium Enterprises
USDA	United States Department of Agriculture
USDH	United States Direct Hire
WFP	World Food Program

I. INTRODUCTION

Senegal is particularly vulnerable to the rise in global food prices. Agriculture plays a major role in Senegal's economy with up to 70% of the population involved in the sector. Yet the country relies on imports for 70% of its food supply – a rate higher than any other country in Sub-Saharan Africa. Agriculture constitutes the principal source of revenue for more than 85%

Agriculture constitutes the principal source of revenue for more than 85% of the Senegalese population, urban and rural alike.

of the Senegalese population, urban and rural alike. To address food security and poverty in Senegal is to address agriculture and the constraints to increasing production and marketing of food and cash crops.

The agricultural sector can be the primary source of poverty reduction in Senegal as agriculture impacts poverty through several paths. Increased participation in agriculture leads to new revenues and the capacity of people to feed themselves; new non-farm activities and jobs are stimulated by agricultural growth; and increased production can lead to lower prices. To reach Millennium Development Goal I (MDG) to halve extreme poverty and hunger by 2015, Senegal will need to grow its agricultural sector faster, by up to 6.6% per year. Improving yields will not be solely sufficient in achieving this goal. Rather, a broad effort will be needed to improve access to markets, storage, quality of goods, increased post-harvest and associated non-farm activities and a business environment conducive to agriculture enterprises, and other actions outlined in this plan.

Senegal's Accelerated Growth Strategy, adopted in 2006, targets agriculture to promote economic growth. Additionally, in 2008 President Wade launched an initiative – the Grand Offensive for Food and Abundance

(GOANA)¹ - to address Senegal's food insecurity. In FY 2009, the USG initiated the Global Food Security Response² (GFSR) to high food prices. Senegal was one of the focus countries for this effort. The GFSR program supports the GOS's agriculture and food security plan. The United States Government (USG) is widely viewed as a key partner in implementing Senegal's goals.

With additional Initiative funds, the Mission will scale-up successful interventions and continue the analysis and strategic planning necessary for the identification and design of additional interventions. A key area of emphasis in FY 2010 will be the strengthening of the Mission's management capacities for implementing a much larger program and to take on regional programmatic responsibilities including oversight of several West African countries and coordination with the regional Food for Peace (FFP) and Office of U.S. Foreign Disaster Assistance (OFDA) offices based in Dakar. To this end, additional staffing needs have been identified. Also, over the coming year, the mission will strengthen coordination structures within the USG, other donors, the GOS, UN agencies and non-governmental organizations (NGOs) to ensure effective and efficient use of resources. Implementation will be guided by the five core L'Aquila principles to address the underlying causes of hunger and undernutrition through country-led, comprehensive plans; strategic coordination; sustained commitment; and multi-lateral cooperation. This implementation plan describes the actions that will be taken, resources committed, beneficiaries targeted and coordination mechanisms established as part of the USG's strategy to increase food security and increase smallholder agricultural productivity and to

¹ http://goana-senegal.org/html/goana-senegal.php?xx_rubrique=Présentation

For the purposes of this plan, the term Global Food Security Response (GFSR) refers to FY09 Supplemental agriculture funds, and Global Hunger and Food Security Initiative (GHFSI) refers to the newly developing initiative, Feed the Future.

assist the Government and people of Senegal to meet the Millennium Development Goals.

2. FY 2010 OBJECTIVES

2.1. COUNTRY-LED COMPREHENSIVE STRATEGY

In a specific national response to food security, the President of Senegal launched the Great Agricultural Offensive for Food and Abundance (GOANA) to “take up the challenge of food sovereignty, eliminate any risk of food shortage or famine, and produce for abundance.” This effort was complemented in April 2008 by President Wade through another initiative to address Senegal’s food insecurity by putting in place the *Stratégie Nationale de Sécurité Alimentaire* through the establishment of the *Programme National d’Appui à la Sécurité Alimentaire* (PNASA) within the Prime Minister’s office. The PNASA is in conformity with the Poverty Reduction Strategy and the Millennium Development Goals for 2015. The PNASA is premised on two axes of intervention: increasing agricultural production and the monitoring, and prevention and management of food security crises.

The preparation of the third Poverty Reduction Strategy for 2011-2015 for Senegal will start in 2010. This exercise will provide an opportunity to promote a unified vision and effort to improve the agriculture sector under Senegalese leadership. This process and those under the African Union’s Comprehensive Africa Agriculture Development Program (CAADP) will solidify advances made by Senegal to ensure their leadership in the development of these comprehensive plans.

2.2. CONSULTATIVE PROCESS

In developing this implementation plan, USAID/Senegal met, solicited input from and consulted with other US government agencies including USDA (FAS and APHIS), MCC, US Peace Corps and other regional USAID agencies including the Office of Foreign Disaster

Assistance and the Food for Peace Program. The GOS Ministry of Agriculture’s Division of Strategic Planning and Monitoring helped ensure that the overall goals of the implementation plan were “cross-walked” with existing GOS agricultural strategies to ensure consistency. There are also plans to include all activities supported by the implementation plan under the Ministry’s *Cadre des Dépenses Sectorielle à Moyen terme* (CDSMT)/Medium Term Expenditure Framework (MTEF) which is a revolving three year budgetary plan. Other donors were kept informed, and input was solicited, through the Rural Development and Food Security donors’ group along with a series of one-on-one meetings with key donors in the agricultural sector.

The consultative process will be strengthened in 2010 by developing new coordination tools and structures for USG agencies, donor groups and the GOS. The goal for 2010 will be to have a coherent country-owned investment plan that the USG and other donors can rally around that addresses both short-term direct action to tackle hunger and undernutrition and longer term efforts to build up a sustainable, market-based agricultural sector.

2.3. STATUS OF CAADP

The CAADP process in Senegal is underway and will result in an investment plan to achieve these mutual goals. The CAADP plan will further strengthen and complement existing national food security and agricultural plans such as those contained in GOANA and the Accelerated Growth Strategy.

Senegal has a plethora of strategies and initiatives that touch on the agricultural sector. The core investment areas and affiliated activities as described in this document will assist Senegal in developing a unified approach for an improved, more efficient agricultural sector. To create synergies and increase impact from other funding sources, USAID/Senegal will assist Senegal in the completion of the CAADP process and will use that as a way to coordinate donor efforts. The CAADP compact was signed by government, donors, private sector

and civil society representatives during the CAADP country roundtable held in February, 2010.

The main planning agency for agriculture and the development of the CAADP is the Division of Strategic Planning and Monitoring (DAPS) within the Ministry of Agriculture. For the CAADP process, they are accompanied by the Division of Cooperation under the Ministry of Foreign Affairs as the CAADP is an initiative of the African Union. The USG through USAID/Senegal is already providing, and will continue to provide, assistance to DAPS in the development and implementation of a CAADP compact.

Senegal is currently formulating an investment plan for CAADP that focuses on economic growth through agriculturally-led development, meant to eliminate hunger, reduce poverty and food insecurity, and enable expansion of exports. These efforts are consistent with planned USG efforts under the Global Hunger and Food Security initiative.

2.4. AFRICAN CAPACITY-BUILDING

In preparation of the new Initiative, the USG will build the capacity of Senegalese institutions to lead and manage a scaled up effort; establish the contracting and grant mechanisms for implementation; create multilateral cooperation mechanisms among and between donors and the GOS; and implement the highest priority development activities necessary to ensure future efforts to reduce poverty and hunger.

2.5. INVEST IN PRIORITY ACTIONS

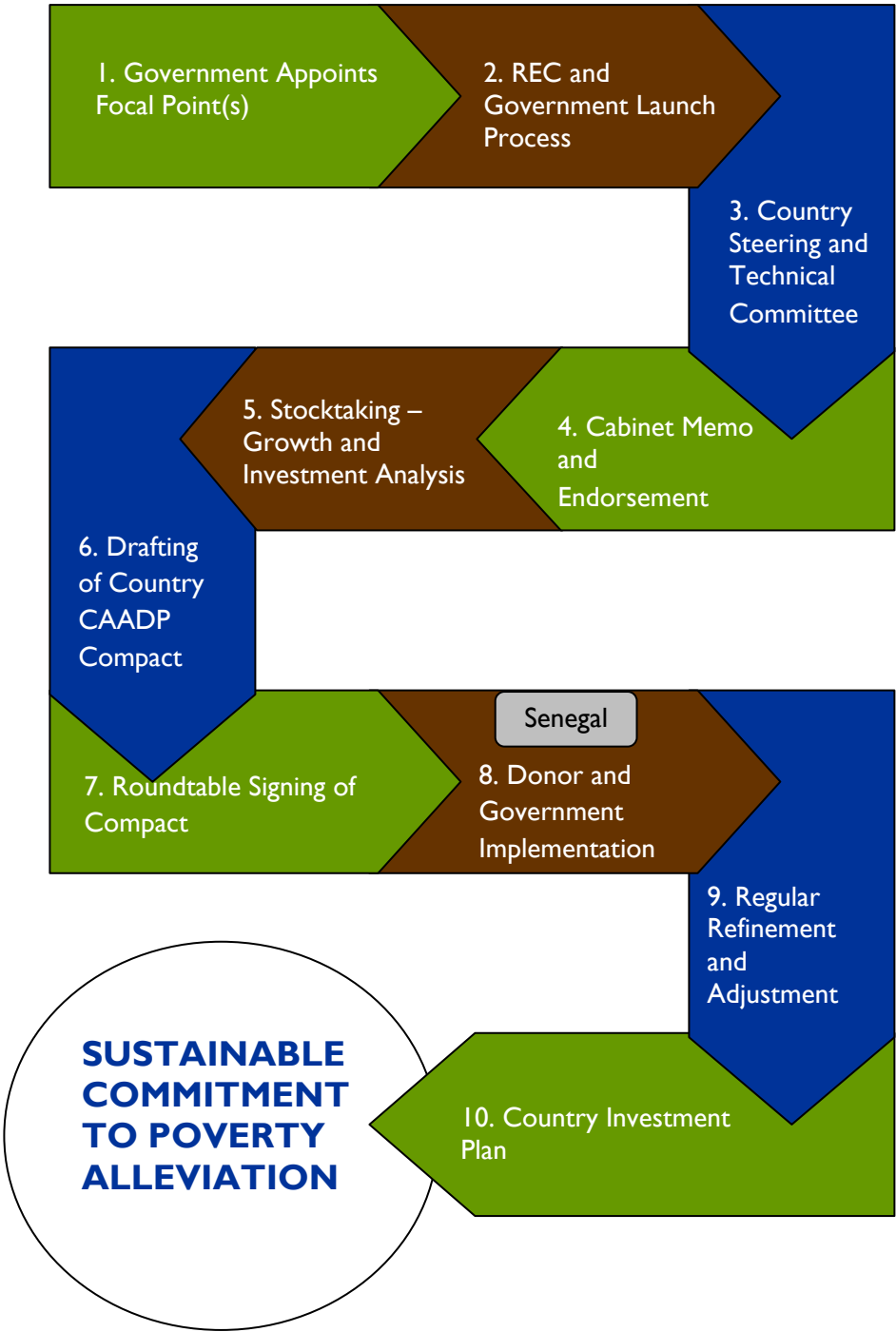
While Senegal has several important agricultural initiatives in place, they are competing for the

same resources and do not always lend themselves to a unified approach in solving Senegal's agricultural challenges. Senegal has a very preliminary draft investment plan that will be more fully developed, with broad participation by civil society and the private sector during 2010. To ensure this translates into a coordinated effort, priority activities during 2010 will include efforts to refine one overall country strategy that can rally all the current efforts towards a united vision.

The USG through USAID/Senegal fully supports the donor group for agriculture by coordinating their efforts with those of DAPS. The full use of geo-spatial information systems assists in this coordination. Emphasis will be placed on ensuring that sufficient data and analytical studies are available to inform decisions for a greater effort in 2011. In this context, USAID is already assisting DAPS to collect reliable yield and production data that can be a baseline for future years.

Plans are underway for a livelihood survey, a gender assessment for agriculture, infrastructure surveys, and studies on how to improve information and early warning systems. On the production side, 2009-2010 activities focus heavily on improving some of the most basic production problems: the provision of good seed and agricultural inputs. USAID is already assisting in improving the development and dissemination of certified seed and in 2010 will emphasize improving the availability of other inputs including fertilizer. Moreover, in 2010 the USG through USAID will lay the groundwork to strengthen the capacity of Senegal to plan and administer nutrition prevention and treatment programs.

Figure 1: The CAADP Process



3. TARGET GROUPS BY LOCATION AND INCOME

The GHFSI will operate throughout Senegal and not be limited geographically. Zones of intervention will be chosen based on one of two criteria depending on the performance measures of a particular implementation mechanism: 1) areas or enterprises that have the most potential to improve growth of targeted value chains; or 2) areas or households that are most vulnerable or have economic or social characteristics that can make them more vulnerable. Often, a particular area may meet both criteria.

Likewise, the GHFSI will work with people of all income levels. Public-Private Partnerships (PPPs) will be actively pursued with the private sector to leverage up to 75% of the costs in improving growth in value chains. Improving the business environment in which agro-business can flourish will also be a key objective along with the promotion of "pro-poor" policies and investments. Supporting agribusiness, improving access to markets, augmenting post harvest opportunities and expanding exports will increase demand for products, generate jobs and create wealth at every level of the value chain.

Yet, it is also imperative that the very poor be able to participate effectively in rural economic growth. These lower income population groups will be targeted in two ways. First, efforts will begin by identifying areas or households vulnerable to malnutrition and/or food insecurity and specifically designing activities to assist them. Secondly, to target value chains that generally favor vulnerable populations such as women, unemployed youth, and the elderly or disabled. As an example, natural products such as gums, nuts, native fruits and cereals provide greater benefit to these groups because of their availability, ease in harvesting, or societal norms in the division of labor.

Target groups among the poorest will also include rural producer groups, small processing units, and small to micro agri-business enterprises. Poverty related data are not very detailed to clarify the beneficiaries by income level in Senegal; however, the estimates suggest that 90% of these entities are low income earners and that they can increase the production levels and sales at least 50%. Women, elderly, disabled and child-headed households will be specifically targeted by the initiative.

4. CORE INVESTMENT AREAS

4.1. CORE AREAS

Many of the results and the processes discussed in this paper will be achieved by investing in the following core areas. These core areas have been examined in the context of the GOS's agriculture planning framework to ensure consistency and relevance.

4.1.1. Increased Agricultural Productivity

The USG through USAID will program FY 2010 funds to increase the fundamental capacity of partner institutions to increase food production, food security, agricultural competitiveness, and rural wealth in Senegal. Partner US agencies include USDA, Peace Corps, MCC, USAID/OFDA, USAID/FFP and other donors—Japan (JICA), Spain, the European Union, the French Development Agency, and the World Bank. Through the Economic Growth Project and the ICRISAT-led West African Seed Alliance, the program will build the capacity of Senegal's Institute for Agricultural Research (ISRA) and the private sector in seed research, multiplication, sales and storage of seed stock to increase the availability of certified seed varieties. We will also finance programs that introduce new certified seed varieties, improved access to agricultural inputs, improved livestock productivity, and support ongoing GOS livestock artificial insemination

efforts. We will support GOS and private sector applied research programs and assist them in dissemination of new technologies and in rural farmer education. Direct links with institutes of higher education, ISRA, farmer training schools, and regional training centers will support farmer education. The program will also assist key government agencies to provide support to the private sector and rural populations

Producer organizations and associations of targeted commodity value chains are extremely important to farmers and agribusiness. We will work with these organizations by providing training on business operations, marketing, post harvest activities, and production techniques. In addition, we will strengthen the capacity of the Food Technology Institute to assist local firms in agro-processing; developing market linkages between producers and private sector for distribution, processing and storage; and improving the grading and packaging of agricultural and food products for regional trade. We will assist the GOS Crop Protection Services to improve sanitary and phytosanitary services and oversight for selected value chains as these are critical to increasing demand for agricultural products and trade. We will also work with the private sector and other organizations to increase demand for locally grown agricultural products through communications and marketing campaigns.

Water management is a key issue in increasing agricultural productivity. USAID will support irrigation development throughout the country with an emphasis on the southern areas of Senegal. The MCC will also be making large scale irrigation infrastructure investments in the North. USAID will also work with the GOS and farmer organizations to improve natural resource management to increase soil fertility and create wealth from forest and fishery resources.

Getting agricultural policy correct is key to increased agricultural productivity. We will assist the GOS planning and statistical analysis unit to improve collection, analysis and sharing of agricultural data and provide policy analysis

to decision makers. Both USAID and MCC will also work on policies improving access to land and land tenure, as this is a critical component of productivity increases.

4.1.2. Promote Sound Market Based Principles for Agriculture

Agriculture market development and the creation of a sound business environment for agro-business to flourish are elements of both the Senegal Accelerated Growth Strategy and USAID/Senegal's economic growth program. Establishing the necessary enabling environment for a private sector led expansion of the agricultural sector in Senegal will be vital for success. Partner US agencies for these efforts include USDA (FAS and APHIS), MCC, and other donors—the European Union, JICA, French Development Agency and the World Bank.

The program will reduce distortions, promote competition and promote sound market-based principles by assisting organizations to develop and implement sound agriculture and food strategies. It will improve the quality and availability of agriculture, nutrition and food security data by assisting Senegalese institutions to harmonize data collection approaches. This includes the development of early warning systems that make full use of modern information technologies. It will assist the GOS to implement key policy reforms based on an agro-business assessment conducted in FY 2009 and constraints identified in value chain analyses for improving the policy and regulatory environment for agriculture, food security and land use. We will assist public-private partnerships to scale up and coordinate investments and assist in the building the capacity of producer organizations in business management and access to markets.

As part of our support to the private sector development, we will conduct Domestic Resource Cost analyses, or other similar methodologies, to assess the competitiveness of selected value chains and the impact of their improvement on foreign exchange resource. Critical policy reforms to be addressed include

those that improve businesses such as the enforcement of business contracts, land access, tenure and transparency, as well as those that directly improve a value chain such as regulations governing subsidies and improving competition.

USDA-funded partners are also implementing important commercial capacity building activities. These partners work directly with local agribusinesses to improve their production, processing, quality control and marketing capacity. Significant potential exists to expand public private partnerships (PPP) with these partners.

We will support the GOS to expedite full implementation of the CAADP and as a member of Economic Community of West African States (ECOWAS) to address food prices through regional policies that reduce taxes, tariffs, and corruption.

4.1.3. Reduce Trade and Transport Barriers

The barriers to trade often are the greatest at local and regional borders. We seek better regional integration to provide increasing market access and expanded employment and trade opportunities within the region for farmers and the private sector, including the ultra poor. It is important to open new opportunities for income growth and put vulnerable populations on a path to sustainable development. Partner US agencies include the MCC, and other donors—the African Development Bank and the World Bank. The program will support trade infrastructure development and agricultural value chain development of major staple foods such as rice, maize, millet, fonio, cowpeas, sesame, sorghum, dairy, livestock and other local food products; and high value crops such as cashews, mangos, hibiscus, okra and gums. We will also assist in the expansion of new multi-partner value chain alliances; promote public-private partnerships in selected value chains; and identify key areas where the ultra poor have no access to markets and include these in value chain targeting.

To improve regional integration and trade, we will improve product standards, develop warehouses and cold storage distribution systems, and alleviate port and borders bottlenecks. In addition, we will support efficiencies in security and customs inspections along transport corridors to ease the movement of goods along the corridor. The main emphasis will be on the Dakar/Bamako corridor along with other sub-regional corridors linking Senegal to Guinea Bissau and the Gambia. We will assist the GOS in conducting an analysis of priority feeder roads needed to improve access to markets, in particular feeder roads that are adjacent to the investments the MCC may be making in road infrastructure.

Credit and financial instruments are critical to expanding trade. We will increase access to capital and investment by agricultural producer organizations and Small and Medium Enterprises (SMEs), establishing a warehouse receipt system, and increasing private funding to agriculture. We will also work with local banks to increase availability of banking services to rural populations through mobile banking and improved banking services.

4.1.4. Accelerate the Participation of the Ultra Poor in Rural Growth

The Poverty Reduction Strategy Paper (*Document de Strategie de Réduction de la Pauvreté – DSRP II*) designed in 2006 forms the basis for the GOS's policy to reduce poverty. The DSRP II provides baseline information on poverty incidence for both households and individuals, and per region. Rural areas are more affected than urban areas, and women are poorer than men. It is estimated that 23% out of 65% of poor households surveyed are ultra poor. Poverty is also associated with the size of the household and the level of education of the household head. Poor households are bigger (more than ten people) and their heads of household are generally illiterate.

Using a gender sensitive approach, USAID will create a new agriculture development program to focus on improving nutrition, The program

will also promote access of the rural ultra poor to land, agricultural inputs, tools, micro-credit, training, markets and participation in the rural economy. Strategies include increasing agrobusiness capacity to promote trade and jobs, and focusing on value chains that provide easy access to food and markets for the more vulnerable populations. Partner US agencies include USDA, Peace Corps, OFDA, FFP and other donors—JICA, French Development Agency and the World Bank. A gender analysis planned for agricultural activities will help identify the gender aspects of the ultra poor so that programs are appropriately targeted. The GHFSI will increase accessibility to agricultural inputs, tools and micro-credit of these poor target population as well as providing training and mentoring on inputs, tools and agricultural practices.

Certain commodities are traditionally handled by poorer populations. We will promote natural product value chains that have proven to be most beneficial to the ultra poor, including women-headed households, youth and the elderly. We will also work with agro-pastoral groups to improve animal health and nutrition to enhance household livestock assets. MCC may also invest in supporting livestock breeders.

Another area that has potential of targeting the poor are the off-season and labor-intensive crops. We will support marketable crops that mature during the agricultural off-season or by adding an additional cropping season through small-scale irrigation for both off-farm employment and production. MCC is making comparable investments in small scale irrigation in the Podor region.

4.1.5. Reduce Undernutrition

According to the latest Demographic Health Survey (DHS) (2005), 17% of children under five are underweight, 16% of children are stunted, and 8% of children are wasted. Moderate malnutrition accounts for five times more cases of undernutrition than severe malnutrition (26% versus 5%). Despite prior successes, without intensified efforts, the current rate of reduction

of undernutrition may not be sufficient to meet the Millennium Development Goals by 2015. Numerous areas of the country remain significantly affected by undernutrition. Stunting, wasting and underweight prevalence are substantially higher in rural compared to urban areas (DHS), though urban areas have unique and growing nutrition challenges that should not be overlooked. It should be noted that urban households are particularly affected by high food prices, as they rely solely on markets for their food.

In addition, micronutrient deficiencies remain a challenge throughout the country. Anemia prevalence remains high at 70% among children under five and 58% among women. Iodine and Vitamin A deficiencies are also public health problems. The prevalence of goiter is 33.5% in the southeastern part of the country, and Vitamin A deficiency is estimated to affect 61% of children under six (PRSP). A lack of access to potable water and poor sanitation practices are also contributing factors to undernutrition.

Under the first phase of the World Bank funded Nutrition Enhancement Program (NEP), undernutrition declined 25% between 2000 and 2005 (World Bank 2007). The current Poverty Reduction Strategy incorporates Phase II of the NEP, providing \$50 million targeting 700,000 children under five. Phase II is five years, from 2007 – 2011, and extends coverage nationally. The NEP is implemented at the community level by local non-governmental organizations (NGO) who improve the population's nutritional status by particularly targeting children under two years old living in poor urban or rural areas. The program also works at the policy level to build the country's institutional and organizational capacities in the area of nutrition for policy implementation and evaluation.

Actions under this implementation plan will include improving nutritional status of the ultra poor by supporting the GOS NEP. Currently the NEP covers about 50% of the country. Although the program is present in each health district in every region, there are gaps in the coverage of activities. USAID will increase

current community level nutrition interventions to close the gaps in coverage. Although moderate malnutrition is implicated in 84% of the deaths associated with malnutrition, the NEP focus is increasingly on the identification of malnourished children and treatment of severely malnourished cases. To complement this shift in emphasis, USAID will prioritize preventative interventions that will address the much larger contributing factor to child mortality, moderate malnutrition. Specifically, USAID will expand coverage of routine growth monitoring; diarrheal case management; identification of malnourished children; referral for severe cases with complications to proper health facilities; nutrition counseling and treatment for moderately and severely malnourished children without complications; promotion of iron and vitamin A rich foods; and semi-annual vitamin A supplementation; and de-worming.

At the facility level, we will continue to strengthen service providers' capacities to implement the complete GOS prenatal care package, and to counsel maternal and non-maternal caregivers. Counseling will cover: maternal nutrition; essential nutrition actions (ENA); appropriate infant and young child feeding practices (IYCN); and iron supplementation for women during pregnancy.

At the policy level, USAID will continue to foster an enabling environment aligned with GOS priorities to promote nutrition and to reduce food insecurity. For example, we will invest in developing a normative policy framework, which outlines mutually acceptable legal and regulatory environment for the private sector to fortify foodstuffs. To complement the work to supply fortified foods, USAID plans to develop and implement a public-sector marketing campaign on vitamin A fortified cooking oil which will raise awareness among the population about the importance of Vitamin A. Building on work with the Senegalese Committee for Food Fortification (COSFAM) to develop a strategic plan for fortification, USAID will work to empower the Senegalese consumer association (already members of

COSFAM) to monitor the implementation of the law.

Work through the US Peace Corps and local NGOs and community-based organizations assist vulnerable populations to support intensive production of nutritious crops; provide nutrition training to school children; demonstrate the use and preparation of local, nutritious foods; and to develop school and community gardens. We will support GOS and NGOs in conducting communications and marketing campaigns to promote good nutrition and the use of locally grown nutritious foods. We will encourage health centers to provide nutrition education to mothers while they are waiting in the health centers.

To emphasize the links between agriculture and nutrition, in FY 2010 we will develop a new agriculture development program with nutrition as one of its components. It will strengthen the capacity of Senegal to plan and administer nutrition programs, routinely collect nutritional data, improve the nutrition policy environment, and increase technical capacity of nutrition service delivery staff.

A DHS for Senegal is planned in 2010 which will incorporate updated nutritional status information. New information from the 2010 DHS will feed into development of new programs addressing nutrition. Additionally, as the Mission moves into the final year of implementation of the current mission health sector strategy (2006-2011), we will revise the health sector strategy to include a more specific focus on nutrition. Several assessments are planned to advise the Mission on how to further strengthen the nutrition programming as an integrated part of a comprehensive multi-sector approach within ongoing and future programs funded by the initiative.

OFDA is currently funding Helen Keller International to heighten the attention on the importance of oil and wheat flour fortification with micro-nutrients, actions that the GOS has embraced.

4.1.6. Increase the Impact of Humanitarian Assistance

The regional USAID Food for Peace office (FFP), the Foreign Agriculture Service of USDA, and the Millennium Challenge Corporation are all located in the same building as USAID/Senegal, so communications and collaboration occur on a regular basis. FFP has one program in Senegal. USDA has four, three of which have just started. And MCC has two large projects, one in irrigation infrastructure and one in transportation infrastructure. Descriptions of these programs follow:

FFP funds Counterpart International, which is based in northern Senegal and works predominantly in the St. Louis and Matam regions along the Senegal River Valley. Activities include a school feeding program for 20,000 students; a maternal child health and nutrition program that directly affects 100,000 people and distributes food to approximately 15,000 vulnerable people; and a HIV/AIDS component that distributes food to over 1,500 people. This program runs from FY 2005 to FY 2009 with \$16,244,229 in overall funding.

USDA funds a McGovern-Dole Food for Education and Nutrition program implemented by Counterpart International in the Matam region that also combines school feeding (including in pre-schools) with maternal health and nutrition activities. This program was recently extended for three years.

Counterpart International also received funding under the 2008 USDA-funded Food for Progress program to monetize 4,260 MT of crude soybean oil over a period of three years. The proceeds will be used to implement activities that build the capacity of farmer associations; improve agricultural marketing; and make microfinance more readily available. This program was initially funded in 2004 and continues to 2011 with approximately \$11 million in overall funding. It is expected to reach 194,000 beneficiaries.

Under the FY 2009 Food for Progress Program funded by the U.S. Department of Agriculture,

three new programs have been funded. Africare will use proceeds from the monetization of soybean meal (going to the local poultry industry) to support the production of rice, millet, sorghum, and corn as well as vegetables and fruits. This program will be located in the Kaolack and Tambacounda regions and will also support community-based and private individual initiatives through a guarantee credit scheme supported by the National Agricultural Credit Fund. This program runs from 2009 to 2011 and will reach 56,350 beneficiaries.

The National Cooperative Business Association will use proceeds from the monetization of crude soybean oil to increase food security in rural Senegal by developing the millet value chain. The project will promote millet as a nutritious, affordable alternative cereal and will work with over 12,500 millet farmers and 50 processing enterprises in the Fatick, Kaolack & Kaffrine regions. This program runs from 2009 to 2012 and will reach 268,580 beneficiaries.

International Relief and Development will use proceeds from the monetization of refined soybean oil in The Gambia to increase rural incomes through value-added improvements to cashew production, marketing, and processing in the Gambia River Basin. The program will work in the Casamance region of Senegal, Northern Guinea Bissau, and the South Bank of The Gambia. This program runs from 2008 to 2011 and will reach 59,000 beneficiaries.

MCC has given a \$540 million five-year compact grant to Senegal to enable improved agricultural productivity and to expand access to markets and services through critical infrastructure investments in roads and irrigation sectors. The compact program is being implemented by the newly created Senegalese government agency, Millennium Challenge Account-Senegal, (with MCC oversight). The compact program will rehabilitate 120 kilometers of the National Road #2 in the north and 256 kilometers of the National Road #6 in the South, thereby greatly increasing market accessibility. The compact program will also invest in substantial irrigation infrastructure (channels and drainage) in the Delta region, thereby irrigating 10,500 new

hectares and reducing the risk of abandonment of 25,000 irrigable hectares. MCC will also invest in smaller scale irrigation infrastructure in Podor, irrigating up to 440 hectares. A land tenure activity and social safeguard measures will accompany infrastructure investments.

4.2. AFRICAN PRIORITIES

The GOS' Accelerated Growth Strategy (AGS) outlines Senegal's priorities for agriculture and highlights the sector's potential for contributing to national economic growth through value-added production, competitiveness, exports and employment generation. This strategy complements the promulgation of the 2004 *Loi d'Orientation Agro- Sylvo- Pastorale* (LOASP); the national *Plan de Retour Vers l'Agriculture* (REVA); and, at an international level, harmonizes with the *Union Economique et Monétaire Ouest Africaine* (UEMOA) and ECOWAS; *New Partnership for Africa's Development* (NEPAD); and the World Trade Organization (WTO). Under the African Union (AU)/NEPAD initiative, Senegal is formulating an investment plan for the Comprehensive Africa Agriculture Development Programme (CAADP) focusing on economic growth through agriculturally-led development, meant to eliminate hunger, reduce poverty and food insecurity, and enable expansion of exports.

CAADP efforts are consonant with planned USAID/Senegal efforts to increase food security, with five key CAADP strategic areas:

- Raising and sustaining performance in traditional and export markets;
- Raising competitiveness and expanding trade in domestic and regional markets;
- Creating partnerships and alliances for value chain enhancement;
- Integrating smallholder farmers and medium scale enterprises within the strategic approach; and
- Improving sector governance and the policy environment.

In a specific national response to food security, the President of Senegal launched the Great Agricultural Offensive for Food and Abundance

(GOANA) to “take up the challenge of food sovereignty, eliminate any risk of food shortage or famine, and produce for abundance.” It is a confirmation of the SCA and furthers the objectives of the LOASP and REVA. This effort was complemented in April 2008 by President Wade through another initiative to address Senegal's food insecurity by putting in place the *Stratégie Nationale de Sécurité Alimentaire* through the establishment of the *Programme National d'Appui à la Sécurité Alimentaire* (PNASA) within the Prime Minister's office. The PNASA is in conformity with the Poverty Reduction Strategy (*Document de Strategie de Réduction de la Pauvreté* – DSRP) and the Millennium Development Goals for 2015. The PNASA is premised on two axes of intervention: increasing agricultural production and the monitoring, prevention and management of food security crises.

4.3. HOW AREAS BUILD ON EARLIER INVESTMENTS

Prior to the onset of GFSR, the USG through USAID/Senegal already had several programs in place with objectives similar to the GFSR. Since 2006, USAID/Senegal's focus has been to develop markets that transform the agriculture and natural product industries into sustainable sources of wealth and job creation in Senegal. The results were achieved by improving trade; developing value chains and policy reforms to improve the local business environment; promoting public-private partnerships (PPP); and improving local governance of natural resources.

The USG supports these objectives through USAID/Senegal's Economic Growth Office (EGO), whose strategy statement is to “Increase Economic Growth through Trade and Natural Resource Management” including the agriculture sector. These objectives are implemented through two main projects. The *USAID/Economic Growth Project* plays a visible role in Senegal in reforming policies to improve the local business environment including policy reforms; improving performance of agriculture value chains; and developing public-private partnerships to increase private investment in

public services. While the project focuses mainly on export markets, all but one of its targeted products is an agricultural commodity.

The USG through USAID/Senegal also has loan guarantees under the *Development Credit Authority* with two local banks. The guarantee program will provide increased access to finance under this food security initiative by providing up to \$10 million in loan guarantees for economic sectors targeted by Senegal's Accelerated Growth Strategy which includes agriculture and agribusiness.

The USG through USAID/Senegal also has loan guarantees under the *Development Credit Authority* with two local banks. The guarantee Program will provide up to \$10 million in loan guarantees for economic sectors.

The *USAID/Agricultural and Natural Resource Management Project (Ag/NRM)* raises rural revenues from natural resources in a sustainable manner by developing local management plans. This project increases rural revenues through developing value chains for natural products and non-traditional agricultural products as well as by providing financial services to micro and small enterprises.

In FY 2009, USAID/Senegal programmed \$28 million in GFSR funds and USAID/OFDA's West and North Africa Regional Office programmed over \$7.6 million for Senegal to provide support across five areas: 1) strengthening agricultural productivity; 2) diminishing the bottlenecks affecting transportation and the supply/distribution channels; 3) promoting viable market principles; 4) supporting early warning systems and nutritional programs that identify and treat acute malnutrition, and fortifies foods to address micro-nutrient deficiencies in the diet, and 5) increasing the ultra-poor's access to certified seed varieties, agricultural inputs and micro-credit.

To implement these activities, USAID/Senegal increased funding to both the Economic Growth Project and the Ag/NRM Project to

allow for a quick launch of GFSR activities. In addition, support has been given to International Crops Research Institute for the Semi-Arid Tropics (ICRISAT) to improve seed quality and supply. Funds will be provided to the USDA and the US Peace Corps to help implement activities. Because of this initial funding, large scale efforts are already underway to improve availability of agriculture inputs; access to irrigation; improve movement of goods across transport corridors; and increase the capacity of institutions directly involved in the agricultural sector.

USAID/OFDA allocated over \$7.6 million to four projects in Senegal with partner NGOs and UN agencies. USAID/OFDA targets food insecure and vulnerable households in rural, urban, and peri-urban communities throughout Senegal.

Although FY 2010 is the first year of dedicated nutrition funding, prevention of undernutrition has been an element of the health sector programming at the community, facility, and policy levels. Through its current integrated five-year health sector strategy (2006-2011), more than \$40 million has been invested in

- promoting essential nutrition actions and supporting the semi-annual national vitamin A supplementation and de-worming days (community level);
- strengthening the capacity of health service providers to identify and treat malnourished children (facility level); and
- fostering an enabling environment for the fortification of foodstuffs (policy level) which seeks to make operational the FY 2009 presidential decree making it compulsory for manufacturers to fortify soft wheat flour with iron/folic acid and edible oils with vitamin A.

4.4. LINK TO FOREIGN ASSISTANCE FRAMEWORK

The core investment areas contribute directly to the Foreign Assistance Framework. In addition to the existing USAID/Senegal country strategic plan, the USG in Senegal also plans programs based on the joint Department of State and USAID Strategic Plan for Fiscal Years 2007 to 2012 and the yearly Mission Strategic Plan. The joint Mission Strategic Plan sets forth the Secretary of State's direction and priorities for both organizations, and is guided by annual interagency Operational Plans (OP).

The Operational Plans describe new and on-going programs using the foreign assistance framework program areas, elements, and sub-elements. These are tied to seven Strategic Goals:

- Achieving peace and security;
- Governing justly and democratically;
- Investing in people;
- Promoting economic growth and prosperity;
- Providing humanitarian assistance;
- Promoting international understanding;
- Strengthening consular and management capabilities.

The Mission Strategic Plan describes Embassy-wide priority goal areas and includes a Foreign Assistance Priorities narrative and budget breakout based on the Foreign Assistance Framework.

The USAID/Senegal EG Office tracks GFSR indicators as part of the program's Performance Management Plan (PMP) and the annual Performance Plan and Report (PPR). Economic Growth and Agriculture activities in Senegal relate primarily to OP objective 4, Promoting Economic Growth and Prosperity, and to three Program Areas: Agriculture, Trade and Investment, and the Environment. Program Elements include Trade and Investment - Enabling Environment; Trade and Investment - Capacity; Agriculture - Enabling Environment; Agriculture - Sector Productivity; and Natural Resources and Biodiversity. All GFSR funds will

be tracked under the Agriculture Program Area.

In addition, USAID/OFDA addresses OP objective 5, Providing Humanitarian Assistance in its rapid response emergency assistance programs, Disaster Risk Reduction Programs and multi-year food security programs which are integrated with other GFSR related programs.

5. FY 2010 RESULTS/ INDICATORS/TARGETS

5.1. OVERALL RESULTS AND TARGETS

USAID/Senegal's EG Office has a very thorough and detailed presentation of program indicators and results targets in its Performance Management Plan (PMP) prepared in September 2006 and updated regularly. In FY 2009 the PMP was updated to include a greater focus on tracking GSFR results. The EG Office is already implementing activities in the GFSR core investment areas, and thus, can fully account and track results. The results presented here, thus, are the overall general results expected to be achieved during implementation and to give the reader an impression of the magnitudes of impacts sought.

5.1.1. Increased Agricultural Productivity

The USG's support under this investment area will provide improved technology and input development, producer organization capacity strengthening, improved natural resources management, irrigation sector development, and will build technical

The USG anticipates that 300,000 rural households will increase their agricultural productivity which will directly or indirectly benefit 4,000,000 people in Senegal through the availability of increased supplies of staple food grains at the end of the second year of GFSR programming.

and management capacities within GOS technical agencies. The main staples to be focused on under this initiative include rice, maize, sorghum, millet, and livestock. The value chains of other local food products will be developed to increase food security and incomes depending on market opportunities, including cowpeas, fonio, dairy, oil crops such as sesame or peanut, fresh fruits and vegetables including okra, natural products and selected fish products.

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5.1.2. Promote Sound Market-Based Principles For Agriculture

This USG program will reduce distortions and promote competition and market-based principles in Senegal by assisting Senegalese and regional organizations to implement sound agriculture and food strategies and develop contingency plans. Public-private partnerships will be mobilized to scale up and coordinate investments and policy reforms to improve the business environment under which agriculture is conducted. Meanwhile, Senegal will be assisted in meeting its international commitments with respect to trade and will be consulted when it imposes irregular restrictions on exports or imports.

The USG anticipates that, through consultative processes with program partners and counterparts, at least 15 public-private dialogue mechanisms will be capable of analysis and advocacy for policy changes; improved customs procedures in accordance with internationally accepted standards will be adopted by ECOWAS; and improved regulatory and legal systems will be in place to facilitate trade of commodities.

5.1.3. Reduce Trade And Transport Barriers

Regional trade in food staples will be increased under this area by improving the operation of key regional trade and transport corridors, improving market structures and trading platforms, developing important agricultural value-chains, increasing financial resources for agro-entrepreneurs, and improving regional trade policies. The USG anticipates that trade in agricultural products will increase by 50% over current levels during the course of the program.

5.1.4. Accelerate The Participation Of The Ultra Poor In Rural Growth

The most vulnerable districts will be identified and targeted to increase their access to markets, increase their understanding of the benefits of improved seed varieties, facilitate their access to certified seeds, and raise their awareness of the importance of a diversified diet to improve the nutritional status—especially for children and pregnant women.

Under this investment area, the USG will promote the access of the rural poor to markets by increasing agribusiness capacity to promote trade and jobs and by focusing on value chains that provide easy access to food and markets for the more vulnerable populations. The USG through this USAID/Senegal program anticipates that 190,000 ultra poor rural households will be involved in productive and profitable activities which will directly and indirectly benefit about 4,000,000 people in eight regions of Senegal.

190,000 ultra poor rural households will be involved in productive and profitable activities which will directly and indirectly benefit about 4,000,000 people in 8 regions of Senegal.

5.1.5. Reduce Undernutrition

In 2010, the USG will develop a new agricultural development program that focuses on under-

nourished populations based on analytical surveys being conducted by World Food Program and the GOS. In 2009, USAID/OFDA initiated programs that target food-insecure and vulnerable communities in the Ziguinchor, Sedhiou, and Kolda regions that are affected by higher than average malnutrition rates. Priority is given to women-headed households with young children and households with a high number of dependents.

Over 1,000 GOS national and decentralized technical staff will receive training that will enable them to implement and maintain a nationwide food security and nutrition early warning system. Food fortification programs will target children under five and women of child bearing age nationwide with a particular focus on poor urban and peri-urban areas as well as rural areas.

Similarly, continuing efforts through USAID/Senegal's Health Program will have a nation-wide impact. Through the nation-wide network of health huts, communities, particularly mothers and child caregivers of children under five will benefit from an integrated package of services that promote not only essential maternal and child nutrition actions, for example, but also hygiene and sanitation activities, family planning services, community management of childhood illnesses, and malaria prevention and vitamin A supplementation and de-worming campaigns. The health system will continue to be supported to address the needs of severe and acutely malnourished children.

Within this group, 18,000 children under five are targeted for nutrition surveillance; 12,000 mothers for community nutrition information; 4,500 for savings and internal lending micro credit programs; and 5,000 for agricultural inputs. Additionally, 17,000 people will take part in food-for-work programs. In total, USAID/OFDA-supported activities target more than five million beneficiaries due to the programs' widespread impact on vulnerable households in urban, peri-urban, and rural areas throughout Senegal.

5.1.6. Increase the Impact of Humanitarian Assistance

USAID/OFDA's West and North Africa Regional Office allocated a total of \$7.6 million of FY09 funds for humanitarian assistance under the GFSR. These projects will build capacity at the national and local levels to establish a working food security and nutrition early warning system; improve data collection and analysis; improve micronutrient nutrition among the general population through food fortification; and improve food security and livelihoods of vulnerable farm families by improving access to seeds, agriculture inputs and micro-credit and improve food security. In addition to nutritional results (see section 5.1.5.), results will also include the development of a food security and nutrition early warning system that will enable quick action to prevent the ultra poor from falling into a crisis situation

6. KEY ISSUES AND ANALYTICAL ACTIVITIES LOOKING TOWARD FY 2011

Looking forward to FY 2011 and the anticipated appropriation of additional funding for the GHFSI, the USG is positioning the program for expansion and regional responsibilities, and will investigate additional implementing mechanisms and analytical needs to identify future areas of intervention consistent with the Global Hunger and Food Security Initiative. The USG, through existing and new mechanisms will provide training and technical assistance to the GOS to scale up its agricultural activities and work closely with other donors to improve coordination.

In FY 2011, the USG through USAID envisions dramatically scaling up activities to improve agricultural output by increasing access to markets through a feeder road project that builds upon Millennium Challenge Corporation (MCC) investments. The program will leverage MCC investments by increasing the amount of

area under irrigation; incorporating nutrition elements into programs to improve the quality of food produced, increasing the understanding of the importance of nutrition and teaching people how to raise and use more nutritious and micronutrient rich foods.

Agriculture plays a major role in Senegal's economy with up to 70% of the population involved in the sector. Almost 50% of Senegal's agriculture production is from either peanuts (30%) or fish (19%), yet both those value chains are plagued by low prices and yields or rely on an ever diminishing resource. Millet and beef are the next largest products produced, with 9% and 7% of the national production. Still the country relies on imports for 70% of its food supply – a rate higher than any other country in Sub-Saharan Africa.

Senegal is particularly vulnerable to the rise in global food prices given that the larger part of food staples consumed in the country is imported. For the season 2006-2007, only 38% of national cereal consumption was produced locally—down from 54% in 2005-2006. Recent figures for 2007-2008 show another 25% decrease in local cereal production. Likewise, access to protein nutrients evidences a growing dependence on imports, practically doubling for meats. Between 2002 and 2004, meat import increased from 9,960 tons in 2002, to almost 18,000 tons in 2004. Fish accounts for 70% of the total animal protein consumption by the Senegalese population making it an important element of food security. Senegal's per capita consumption of fish is 26 kilograms per year

In 2007, 52% of the Senegalese population was living below the poverty line, defined as earning a yearly income of less than \$829.

Nationwide, 20.2% of the rural population is classified as extremely poor and the rate approaches 30% in the regions of Tambacounda and Kaolack.

compared to a worldwide average of 16 kilograms.

Despite these increasing rates of imported food stuffs, 2.5 million Senegalese were counted as under-nourished by the Food and Agriculture

Organization (FAO), 24% of an estimated national population of just fewer than 12 million. In 2007, 52% of the Senegalese population was living below the poverty line, defined as earning a yearly income of less than \$829. Nationwide, 20.2% of the rural population is classified as extremely poor and the rate approaches 30% in the regions of Tambacounda and Kaolack. In 2005, 16.4% of children under five were classified as chronically malnourished; 17.4% of children were underweight; and 7.7% of children were wasted. Chronic malnutrition and underweight rates were twice as high in rural areas as in urban areas.

A Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey conducted in 2008 covering seven departments found Global Acute Malnutrition (GAM) rates above the 15% emergency level in Matam (19.2%) and at levels above 12% in Bakel, Kebemer, and Louaga (SMART Survey, 2009).

In 2001, 23% of the Senegalese population lived in and around Dakar. It is projected that by 2015 more than half of all Senegalese will be living in urban and peri-urban areas, principally Dakar. Because of low rainfall and decreased soil fertility, the rural poor have limited possibilities for subsistence farming. They depend largely on income from cash crops, principally groundnuts, from non-agricultural wages, and from remittances. Increasing agricultural productivity and production not only improves the situation of the rural poor, but should, in principle, also improve the situation of the urban poor through the provision of sufficient food at a lower cost.

Moreover, between 75% and 90% of Senegal's economy operates in the informal sector—which means that most agricultural enterprises are constrained from growing through access to credit, investment, and formal systems of assistance. It further means that they are not contributing, through taxes, to the state's ability to improve conditions of education, infrastructure, productivity, food safety, and access to markets.

6.1. TRANSITION TO 2011

The USG in Senegal is prepared to move forward with the following investments for scaling up the program as it moves into 2010 and 2011:

- Expand assistance to vulnerable populations including the ultra poor so they can participate in rural growth that builds upon work already underway with existing mechanisms.
- Expand our current portfolio of nutrition related activities as well as further extend the GOS Nutrition Enhancement Program reach to close gaps in current program coverage.
- Develop a new agricultural program that aims to improve the nutrition of the most vulnerable populations.
- Expand programs in the livestock sector, including the livestock feed industry, and market information.
- Work with Senegalese higher education institutions to increase their capacity to conduct applied agricultural research that deploy technologies and meaningful agriculture management skills and results in an education system that is responsive to the demands of the private sector and local farmers. This will include improving linkages and creating synergies between the Agriculture Research Centers, technical training schools and the universities.
- Increase training and capacity building for key institutions to implement the CAADP.
- Develop new programs to support the expansion of secondary and tertiary roads to increase access to markets.
- Examine how we can improve the nutritional status of the ultra poor.

Analytical studies are already underway or planned with existing GFSR funds including a livelihood survey, an agricultural business environment analysis, a gender analysis, transport corridor and warehousing studies and an institutional capacity-building needs assessment.

6.2. ANALYTICAL GAPS

Analytical studies are already underway or planned with existing GFSR funds including a livelihood survey, an agricultural business environment analysis, a gender analysis, transport corridor and warehousing studies and an institutional capacity-building needs assessment. For FY 2010, USAID/Senegal has identified the need for further analysis in infrastructure, climate change, nutrition, the ultra poor and information systems to inform on future Initiative implementation.

6.2.1. Infrastructure

Complementing MCC large-scale infrastructure investments, USAID/Senegal anticipates a scaled-up effort to improve agriculture infrastructure starting in FY 2011. To plan for this new effort, preliminary analytical work will be conducted in FY 2010 to identify priorities and funding gaps for improving the feeder-road network, warehousing facilities, training centers and improving the ultra-poor's access to markets. In many rural areas only a small percentage (10% - 15%) of villages have access to a local market where rural populations can buy food and sell their goods, and some of the closest markets may be 10 to 15 kilometers away. This assessment will allow for a prioritization of infrastructure projects that will have maximum impact on value chains being targeted under the GFSR.

6.2.2. Adaptation to Climate Change

Many of USAID/Senegal's existing agricultural and natural resource management activities have very positive impacts on the sound environmental management of resources. An assessment will be conducted to evaluate Senegal's programs and policies to adapt to climate change, and to identify areas of concern that need to be addressed to maintain the productivity of Senegal's resources, including the importance of natural resource management under a scenario of greater climate variability. One such area is improving ecological and hydrological modeling.

Much of Senegal's agriculture is rain-fed, and there are increasing demands on fresh water sources for irrigation. An assessment will be conducted of one or more river systems to determine their vulnerability to both man-made and natural pressures to inform better decisions on their management.

6.2.3. Nutrition

Current nutrition data relies on the 2005 Demographic Health Survey (DHS). A DHS for Senegal is planned in 2010 which will incorporate updated nutritional status information. New information from the 2010 DHS will feed into development of new programs addressing nutrition. In addition, a population, health and environment specialist is scheduled to advise the Mission on how to further strengthen the nutritional programming within ongoing and future programs funded by the initiative.

6.2.4. Ultra Poor

Focusing on broad-based growth through agricultural development that increases the participation of the very poor is key to Senegal's implementation plan. In order to better integrate the ultra poor within programs in an appropriate manner, more information is needed. To this end, USAID/Senegal has planned a gender analysis in the agricultural sector along targeted value chains in order to understand gender dynamics and better target programs to the disadvantaged ultra poor, including women and children.

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In the coming months, through a grant to the World Food Program, USAID will support a Comprehensive Food Security and Vulnerability Analysis (CFSVA) in Senegal. Results from this

analysis will be available in September, 2010. The CFSVA will explore the multiple dimensions of vulnerability for the development and implementation of broader multi-sectoral interventions that effectively address the root causes of poverty and the constraints to food security in Senegal. It will also provide geographic information allowing for better targeting of programs.

Finally, the GOS has established an ad hoc committee chaired by the Minister of Economy and Finance and has begun preparations for the next Poverty Reduction Strategy Paper (*Document de Strategie de Réduction de la Pauvreté – DSRP III*). The Paper is due to be completed in October, 2010.

6.2.5. Information Systems

There is a need to improve the quality of data and knowledge sharing capabilities for crop monitoring, and production systems, and famine early warning systems. USAID/OFDA's project with three U.N. agencies and the GOS will put into place an early warning system throughout Senegal so that food security or nutritional problems can be more quickly identified and an appropriate response mounted rapidly. Moreover, there is a need to develop markets and a market information system that has the capacity to be used across the West African Region. The development of indices is required to identify the economic status of individuals in order to accurately identify the most vulnerable populations.

7. PARTNERSHIP PLAN

7.1. USG INTER-AGENCY CONSULTATION AND COORDINATION

Coordination among different USG agencies is facilitated in Senegal by the presence of many USG regional offices and a strong tradition of working as an integrated Country Team. USAID/Senegal coordinates GFSR activities with other United States Government (USG)

agencies such as the Foreign Agricultural Service (FAS) and the Animal and Plant Health Inspection Service (APHIS) of the US Department of Agriculture (USDA), US State Department, US Peace Corps, Foreign Commercial Service, Millennium Challenge Corporation, and other USAID offices such as OFDA and the regional Food for Peace program.

Coordination is not only ensured through regular meetings but also through joint funding of programs in the case of USDA and the US Peace Corps. Coordination is also ensured through the Economic Coordination Group, a coordination committee chaired by the US Ambassador that includes members of all US agencies dealing with economic growth. This committee has agreed to coordinate the GHFSI activities.

USAID/Senegal holds quarterly meetings with all its implementing partners to ensure coordination and communication among all the programs. These meetings have been successful in creating synergies across sectors, notably in health, education and governance. Under the GFSR, the Economic Growth Project has been given the role of “key integrator” for all GFSR projects and is tasked to provide unified communications. The USG plans to build on these mechanisms by holding regular meetings among GFSR project managers and key partners to discuss implementing issues.

USAID/OFDA has multi-year food security and nutrition programs that are coordinated with and integrated into development programs to the maximum extent possible. USDA requests all of its programs to coordinate with other USG programs and vice versa. This has led to more value added in specific value chains such as cashews. USDA also adds important policy, commercial and technical expertise to a number of cross-cutting issues, such as agricultural biotechnology.

7.2. DIPLOMATIC STRATEGY

The Senegal Mission will develop a unified development and diplomacy policy and

communication approach. The interagency Economic Coordination Group forum will be used to harmonize diplomatic and policy messages to Senegal government officials concerning food security, agricultural policy and economic growth. Methods for communicating these diplomatic and policy messages will also be coordinated using tools available at post including the Public Affairs Office; USAID communication campaigns; targeted and routine meetings, especially with senior government officials by State, USAID, MCC, USDA, Commerce and other USG agencies; engagements with partner governments (e.g., Ambassador’s chairing of the Donors’ Private Sector Working Group and lunch/roundtable events, European Union Transatlantic Ambassadors’ Initiative), civil society, private sector and other stakeholders.

Post will use the MCC agricultural-based compact to help drive reforms in agricultural and land use policies. Public Diplomacy will coordinate closely with USAID to disseminate appropriate information through electronic and social media, as well as through printed materials. Public Diplomacy will arrange outreach programs, including round table discussions, radio call-in programs, lectures by experts and collaboration with the Senegalese Alumni Association to ensure that diplomatic and policy messages reach a wide audience.

Some common messages already identified include stressing the importance of agriculture funding in the national budget and achieving the 10% target foreseen in the CAADP process; obtaining a unified national agriculture strategy and investment plan that coordinates competing initiatives and agencies and which specifically develops common views between the Ministries of Finance, Agriculture and Commerce; improving inter-ministerial dialogue to advance goals outlined in the CAADP; improving government agriculture subsidies so they are better targeted and do not harm opportunities for the private sector; encouraging the establishment of a legal environment that favors increased private sector investments; and advocating for the five key principles underlying the GHFSI strategy. Additionally, Mission

elements, in coordination with other donors, have already launched public and private campaigns to advocate for improving fiscal transparency, enhanced good governance and work to augment the fight against corruption so government funds are maximized to best meet the people's needs.

The Coordinator of the GHFSI will be the USAID Mission Director. The goal will not only be to promote reforms but to ensure that the CAADP development and implementation remain focused, relevant, and includes civil society and the private sector. In 2010, the Mission will put special emphasis on ensuring the development of a realistic, science-based National Agriculture Investment Plan that is inclusive and properly vetted with civil society and the private sector. As Senegal moves towards implementation, a main focus will be placed on transparency of budgets and the setting of funding priorities in addition to clear, measurable targets and results that are publicly available. GHFSI diplomatic actions to ensure this will be shared across agencies. The Mission will reach out to key elements of the private sector, associations and farmer groups to identify and support champions of reform and to assist them in advocacy skills for promoting transparency and science-based measurement of the Investment Plan results.

7.3. CONSULTATION AND COORDINATION WITH GOVERNMENT

The USG has several existing, well-functioning coordinating mechanisms with the GOS. The EG Office has a steering committee that meets twice a year and includes representatives from key ministries (agriculture, fisheries, trade, finance and environment) as well as the private sector. USAID also coordinates with the GOS through several donor groups for the private sector, agriculture and the environment.

The main planning agency for agriculture and the development of the CAADP is the Division of Strategic Planning and Monitoring (DAPS) within the Ministry of Agriculture. For the CAADP process, they are accompanied by the

Division of Cooperation under the Ministry of Foreign Affairs as the CAADP is an initiative of the African Union. The USG is already providing, and will continue to provide, assistance to DAPS in the development and implementation of a CAADP compact. Senegal is currently scheduled to hold its CAADP country roundtable at the end of September, 2010.

The GOS has also put in place coordinating mechanisms for the short-term emergency response to the high food prices in 2008. The government created a bipartite commission of Government and Partners as an exchange and action planning forum. This forum jointly elaborated the Government's Social Emergency Program (PSU) which aims to reduce the impact of food price hikes on vulnerable households' livelihoods. As an active participant in the deliberations generated by the food crisis, both as part of government-led efforts and those of partners, the World Food Program (WFP) has been selected among the leading agencies expected to provide critically needed support to the Government. For coordination, the Ministry of Economy and Finance continues to be the lead counterpart of WFP and other UN agencies. It will serve as an interface with other relevant line ministries in charge of Agriculture, Health, Education, Family, Rural Hydraulics, etc. With respect to MCC food security investments, the main government interlocutor is MCA-Senegal, an independent government agency set up by presidential decree in December 2009.

The preparation of the third Poverty Reduction Strategy for 2011-2015 will start in 2010. This exercise will provide an opportunity to promote a unified vision and effort to improve the agriculture sector, solidifying advances made under the CAADP process. As of January 2010 USAID will coordinate the donor "G12"

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In addition, the implementation of the Early Warning System is being developed in close coordination with several offices and ministries within the GOS, including the Prime Minister's office and three ministries: Agriculture, Decentralization, and Health.

7.4. MULTILATERAL AND BILATERAL DONOR CONSULTATION AND COORDINATION

The principal multilateral partners in Senegal are the World Food Program (WFP), FAO, UNICEF, IMF, and the Foreign Investment Advisory Service (FIAS) of the World Bank. The USG, through USAID, has the lead for the donor's private-sector working group and the donor group on the environment. The USG is a participant in the Rural Development and Food Security donor group, which is co-chaired by the European Union and France. USAID/OFDA and FFP attend the monthly regional Emergency Food Security and Nutrition working group held in Dakar for the region.

The USG continues to work with the FIAS in Investment Climate and Business Reform process for increasing the depth and breadth of Initiative investments. While best known for the "Doing Business Indicators", the program works to reduce barriers to trade, particularly those most likely to impede agricultural productivity. In terms of next steps, the USG will seek other multilateral partnerships for further collaboration and implementation of the Initiative as other donor programs are developed. The USG also intends to increase the capacity of the Rural Development and Food Security donor group by providing assistance for improved dialogue and tracking of programs, including peer review of programs.

7.5. CIVIL SOCIETY AND PRIVATE SECTOR CONSULTATION AND COORDINATION

A core approach of value chain work is acting through existing private sector or civil society associations to affect change. All USG programs will continue to play this role as catalyst to private sector and civil society programs for value chain growth. The USG through USAID regularly consults with the major farmer associations such as the *Conseil National de Concertation Rurale* (CNCR), which has over 3 million members. All USG programs address the cross-cutting theme of democracy, governance and transparency, and as such have close relationships with local governments. The USG will continue this work and help local governments develop policies and initiatives to promote agriculture, increased business investments and improved safety nets for vulnerable populations.

The USG, through USAID, uses its position as the head of the donor's Private Sector Working Group to assist consultation between the private sector and the donors. Regular consultations are held with leading business associations and business initiatives of the Accelerated Growth Strategy and the Investment Promotion Agency. Finally, USAID regularly participates in the Presidential Investment Council which is the national consultative forum with the private sector.

8. FY 2010 CAPACITY-BUILDING PLAN

An institutional capacity-building needs assessment for key GOS ministries, training centers, and agricultural research centers will be completed by the first quarter of FY 2010. This assessment will identify priority capacity building to be addressed in preparation for the FY 2011 response. It will also assist in identifying key individuals to receive training in specific training subjects. Technical assistance and training will be provided by USAID, USDA

and the Peace Corps. The USG will build the capacity of three Senegalese universities, three rural agriculture research centers and five training centers to improve the delivery of training and improved technologies.

Training mechanisms will include long-term and short-term technical training in the US and other countries, improved curricula in national institutions of higher learning (such as for value chain analysis), training-of-trainer programs and farmer-to-farmer schools and exchanges. Senegal has a network of 17 training centers throughout the country. Five of these training centers will be equipped and made functional in 2010. More than 100 mid to high-level technical government and private sector officials will be trained in 2010.

9. MANAGEMENT PLAN

The USG through USAID/Senegal programming under the initial GFSR funding in FY 2009 will continue to expand in 2010. The significant increase in GFSR funding corresponds with the changing scope of the Mission in Senegal as it becomes a regional platform providing services and programmatic oversight to additional West African countries.

9.1. WHOLE OF GOVERNMENT COORDINATION STRUCTURE

USG coordination mechanisms have already been described under section 7. The Economic Coordination Group, chaired by the US Ambassador, will continue to be the main forum for coordinating across USG departments and agencies.

USG agencies in Senegal have several unique opportunities to implement a "whole of government" approach in achieving common goals. Many USG agencies have regional representation based in Senegal including the USDA Foreign Agriculture Service (FAS), Animal and Plant Inspection Service (APHIS), USAID/OFDA and USAID/FFP. The

Departments of Commerce and Defense are also present in Senegal.

The USAID Mission routinely interacts with resident officials of the US Embassy to keep them abreast of current programming initiatives such as the GFSR, and collaborates with State initiatives seeking increased US investment in Senegal. The USDA is also a source of technical assistance in multiple areas, and is drawn on frequently by the Mission. The Mission will rely on USAID/WA regional programs when necessary for program success.

USAID/OFDA and USAID/Senegal work in close collaboration to ensure that programs are coordinated and integrated to the maximum extent possible. Additionally, collaboration with other USAID bilateral missions, such as USAID/Mali, for developing trade and transportation corridors along the Dakar/Bamako corridor will be pursued. GFSR funding is being given to both USDA and the US Peace Corps to help implement the GFSR in Senegal.

The MCC signed a compact with Senegal on September 16, 2009. The compact will provide a major boost to the agricultural sector through its planned activities to rehabilitate two main road corridors and 25,000 hectares of irrigation, as well as develop about 10,000 hectares of new irrigation. MCC and USAID/Senegal have held discussions on possible areas of collaboration and intend to develop a MOU. One area for collaboration is for USAID to provide the training and technical assistance necessary for farmers to take advantage of new irrigation schemes. USAID could also develop secondary road networks that feed into the MCC-funded road rehabilitation.

The USAID Mission Director will be the Coordinator of the overall food security initiative in Senegal.

9.2. REVIEW AND EVALUATION SCHEDULE

Individual activity managers, the Mission's Monitoring and Evaluation Specialist, and the

EGO Team together will monitor GFSR program activities throughout the year. Although performance data will be constantly reviewed for ongoing program management and policy dialogue, the most comprehensive review and the preparation of the performance reporting document (to be submitted to Washington in December) will take place during the semi-annual portfolio review in early November. As the EGO Team and implementing partners are focused on impact reporting at this time, for now is the best time to reach consensus on progress and problems and design problem resolution strategies and reaffirm commitment to the goals and objectives of the GFSR.

USAID/Senegal uses performance information not only to assess EGO progress, but also as the basis of its resource request for subsequent years and to share knowledge and enhanced learning throughout the organization. Like other Operating Units, USAID/Senegal submits an annual Performance Plan and Report on its performance against expected targets, including both successes and areas identified for improvement. The annual PPR is prepared in accordance with specific guidance for the year issued by the State Bureau for Foreign Assistance (FA). In the case of GFSR funding, the Mission will begin reporting according to any special guidance.

A key element in reporting on performance results will be the contribution of Implementing

Partners. In particular, the Performance Reports require descriptions and qualifications of progress against indicators. As the partners will be the front-line implementers of GFSR programming, their annual work plans lay out the activities to be undertaken which will contribute to the overall achievement of results. The work plans will be reviewed by the EGO Team and details negotiated with partners. Contractors and other partners' annual reports will be prepared and submitted for review in the first quarter of the fiscal year to coincide with the Mission's overall Performance Report to AID/W. The implementing partners will provide most of the data required to report on performance and overall progress in achieving the goals and objectives of the GFSR. USAID/Senegal ensures the quality of this data through periodic Data Quality Assessments to ensure that data collection for each indicator is kept to the highest standard. Finally, the USG actively promotes peer review of programs by other donors and the GOS.

9.3. STAFFING REQUIREMENTS

New USG staff has been proposed for several agencies. USAID/Senegal proposes new specialists in agriculture, environment, financial services and monitoring and evaluation. USAID/OFDA is seeking several new officers. And USDA/FAS will add staff to manage their regional program. The Peace Corps has plans to increase the number of volunteers by up to 20%.