

**Global Food Security Strategy
(GFSS)
Senegal Country Plan
September 2018**

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Introduction

The Feed the Future Country Plan for Senegal was co-written by USG interagency involved in food security, building resilience and nutrition work after consultation with stakeholders from government ministries, private companies, universities, research institutes, international and local NGOs, donors and international organizations.

The Senegal Country Plan is informed by performance impact and analysis of population-based data of the first phase of Feed the Future; program evaluations; analysis of the targeted agro-ecological zones and socio-economic factors impacting poverty, nutrition and resilience; and stakeholder consultations. Key changes to the approach include: a reduced size of the zone of influence; increased intentional layering of agriculture, biodiversity, and nutrition activities across the zone; greater emphasis on entrepreneurship and employment in agriculture, particularly for youth and women; and the addition of new value chains to increase resilience and income.

An overarching framework for integrated food security, resilience and nutrition programming, the Plan describes the key drivers of food insecurity, malnutrition, and poverty. These drivers stem from a complex set of underlying conditions that exist at the individual, household, community, and system level. At the design and procurement stages, the targeting, results framework and program components will require further refinement to operationalize integrated and holistic approaches. Interventions at all levels will need to work in complement to each other to sustainably tackle food insecurity, malnutrition, and poverty. In particular, the most vulnerable and poor populations do not have sufficient assets, skills, and capabilities to participate in market operations. These populations will need to be supported to develop capacity over time to participate in value chains so that they can become a viable livelihood option. As programming is refined through the design, procurement, and implementation processes, selected value chains will explicitly prioritize inclusive growth, and interventions will include support to the most vulnerable and poor populations to enable them to benefit from livelihoods and market development.

Budget assumptions for interagency contributions to this plan reflect the FY 2017 Estimate and FY 2018 President's Budget, based on information publicly available at the time this document was prepared. Out year budget assumptions reflect a straight-line to the FY 2018 President's Budget. Any funding beyond FY 2017 is subject to the availability of funds, as determined by the President's Budget and a Congressional appropriation. Budget assumptions may require revision in the future, based on future appropriations.

1. Food Security and Nutrition Context

Country Priorities

One of the most stable countries in Africa, Senegal has strengthened its democratic institutions considerably since its independence from France in 1960. All three presidential transitions have been peaceful, and President Macky Sall is leading further legislative strengthening, notably the decentralization policy. The *Plan Sénégal Emergent* (PSE) aims to spur economic and social development and reduce poverty from 46.7% in 2011 to 35% by 2018. The PSE views agriculture as an engine of growth that can increase food security and resilience. Under the PSE, planning documents outline the goals, policies, and strategies for thematic areas such as the new *Plan Stratégique Multisectoriel de la Nutrition 2017-2021* which aims to harness the collective efforts of 12 sectors¹ to reduce the national

¹ The 12 sectors include: agriculture, commerce, decentralization and local governance, education, animal husbandry,

prevalence of chronic malnutrition by 20% by 2021. Other key policy and strategy documents include: the National Food Security and Resilience Strategy (SNSAR); the Program for the Recovery and Acceleration of Agricultural Development in Senegal (PRACAS); the National Agricultural Investment Plan (PNIA); the New Alliance for Food Security and Nutrition (NASAN) cooperation framework; the Strategic Plan for Agricultural and Rural Statistics in Senegal (PSSAR_SEN); and the Community Development Emergency Program (PUDC), which aims to strengthen short-term access to infrastructure and basic services for rural economic advancement.

Poverty, Hunger, and Malnutrition Trends

Over the past five years, Senegal experienced its strongest period of sustained growth, beginning with 4.5% growth in 2011 and ending with 6.5% growth in 2016. This period was also characterized by continued public investment in the agriculture sector, growth in the service sector, and remittances.^{2 3} However, during the last ten years, progress on poverty reduction and job creation has been hampered by high dependence on rain-fed agriculture, exogenous shocks (such as increased international food and fuel prices and the 2008 financial crisis), inadequate targeting of appropriate agriculture subsidies, and the slow pace of business climate reforms. Senegal was ranked 162nd out of 188 countries on the 2015 Human Development Index. Poverty remains high overall (affecting 6.3 million people in 2011, or 46.7%) and disproportionately affects the rural population (57.1%).^{4 5} An estimated 16% of households are food insecure, according to Senegal's 2014 Global Analysis of Vulnerability, Food Security, and Nutrition (AGVSAN). Matam and southern regions are the most affected, with food insecurity rates reaching or exceeding 33%.

Another important trend is the reliance on fishing as a form of social safety net by farmers. Over the last 20 years, thousands of farmers have moved into fishing due to crop failures, changes in precipitation, and declining farming conditions, placing enormous stress on the fishing sector and threatening the natural productivity of fisheries. Fishing, which represents a significant component of agriculture in terms of employment and exports, is nearing a crisis state. As such, reforming fisheries management and securing tenure are critical aspects of a resilience strategy.

Senegal made impressive gains on nutrition in the early 2000's, namely reducing the national stunting prevalence (chronic malnutrition) from 29% in the mid-1990s to as low as 19.6% in 2004. Stunting hovered around 19-20% between 2005 and 2015 and dropped to 17% in 2016. Improvements in Dakar and other metropolitan areas are offset by worsening conditions where poverty is highest, namely in Sedhiou where the stunting rate was 32% in 2016. Similarly, national wasting prevalence (acute malnutrition) declined from 9.7% in 2000 to 5.6% in 2014, however preliminary 2016 data suggests it is again on the rise to 7%. While wasting declined in all sub-regions from 2000 to 2014, levels in the northeast and southeast regions remain over 10%. Wasting peaks above the emergency threshold of 15% in some areas of the northeast during the lean season. Micronutrient deficiencies (iron, zinc, vitamin A) also remain very high. Anemia affected 66% of children under five nationally and 71% in the rural areas in 2016, which is an extremely high public health threat, especially for women and adolescent girls. In addition, over-nutrition and related non-communicable diseases are on the rise, with 21.3% of women over age 40 being overweight or obese.⁶

Drivers of Poverty, Hunger, and Malnutrition

higher education and research, environment, family and social protection, water and sanitation, industry, fisheries, and health.

² World Bank, 2016 for the growth rate; <http://www.banquemondiale.org/fr/country/senegal/overview>

³ IMF <https://www.imf.org/en/Countries/SEN>

⁴ ANSD, 2011 Poverty Measurement Assessment.

⁵ World Bank, 2017. Senegal Overview.

⁶ 2016 Demographic and Health Survey; 2015 SMART Survey; 2012 ANSD.

A combination of outcomes related to availability and access to diverse, safe food; care and care-seeking behaviors; and access to water and sanitation collectively impact health status and disease, which in turn impacts nutritional status. As rural diets are tied closely to rainfall patterns and the agricultural calendar, they lack diversity and stability, particularly for young children. General understanding of nutritional requirements and best practices is low. The practice of exclusive breastfeeding is not yet widely adopted (36% in 2016), as many believe that additional liquid is necessary. Only 35% of rural households have access to improved sanitation services, 29% obtain their drinking water from unimproved sources, and the rate of diarrhea among children is 15%. Hygienic practices essential for good health, such as handwashing, proper food handling, and livestock management, are also lacking. Advancements in agriculture and nutrition are constrained by high levels of poverty in rural areas, where 67% of rural households fall into the two poorest wealth quintiles and only 38% of rural households have electricity.⁷ Major drivers of poverty in the fishing sector include inadequate policies, especially the lack of secure tenure and access to fishing grounds by small-scale fishers. Gender disparities also drive malnutrition, as women generally have lower incomes and decision-making power at home and in the community combined with high demands on their time and labor that constrain their ability to adopt essential nutrition practices.

Food and Agriculture Market System: Status and Constraints

Over the past ten years, Senegal's Agricultural Production Index increased by 25%, mainly due to a 50% increase in rice yield as well as increased horticultural production (beans, tomatoes, and mangos).⁸ Senegal has also shifted from being a net importer to a net exporter of fish and animal products (despite the estimated annual loss of 300,000MT of fish to illegal fishing). Fish is the largest agricultural commodity exported from Senegal.⁹ The World Bank estimates that Africa is losing \$10 million a year in lost revenues from poorly managed fisheries; investments in improving fisheries management and market systems could be a significant contribution to economic development and food security.¹⁰ Over the last fifteen years, annual production of millet, sorghum, and maize (all critical crops for rural food security) fluctuated according to rainfall levels. Senegalese farmers tend to be smallholders who rely heavily on outdated technologies. Irregular rainfall and water management are a challenge, with irrigation most prevalent in the Senegal River delta area. On the whole, food production is not very cost effective or efficient. As the sector is constrained by many issues (related to land tenure, fishing tenure, water, high temperatures, credit, and energy as well as insufficient access to fertilizers, pesticides, seeds, equipment, and best practices), many (youth in particular) do not view agriculture as an attractive, reliable economic endeavor.

Successful strategies developed under the first phase of Feed the Future to overcome these barriers and identify and meet market demand should be expanded further. In particular, locally produced rice led by market demand requirements may result in increased competitiveness, in terms of both quality and price.

Population growth is accelerating resource use and environmental degradation, and agriculture is highly vulnerable to climate-related risks. These risks that threaten fisheries- and agriculture-based livelihoods include increasingly extreme rainfall levels and temperatures as well as sea-level rise and coastal erosion (which disrupt fish stocks and reduce arable land). As innovations for climate adaptability are emerging, community-level resilience can be bolstered by local governance mechanisms to reduce risk and respond to unexpected shocks. Furthermore, many of Senegal's protected areas are threatened by overuse, resulting in the loss of around 40,000 ha of forest each year, weakening the resilience of adjacent

⁷ 2016 Demographic and Health Survey

⁸ Badiane et al, 2016

⁹ <https://tradingeconomics.com/senegal/exports>

¹⁰ World Bank. 2017. The Sunken Billions Revisited: Progress and Challenges in Global Marine Fisheries. Environment and Development; Washington, DC: World Bank. © World Bank.

<https://openknowledge.worldbank.org/handle/10986/24056> License: CC BY 3.0 IGO.

communities that rely on forest ecosystem services, including wild foods which complement rain-fed production. While significant water resources are available, increased water use for agriculture combined with rainfall variability threaten groundwater levels, water quality, and soil health (e.g. salinization around estuaries). Wild fisheries, critical to Senegal's economy, are declining due to inadequate fishing policies, practices and management. Inadequate attention to fishing in both large and small-scale fisheries, as well as re-emergence of large fishing vessels illegally harvesting fish within the Economic Exclusive Zone of Senegal, deplete the resource base and lower natural productivity of wild fisheries. Further, climatic changes have altered fish migration habits and abundance.

These pressures on land, water, and marine resources in a country where population growth outpaces gains in food system functionality make gains in productivity, resilience, and management all the more urgent. Access to technologies is limited by insufficient research and extension services. Although public investments in water management and irrigation have contributed to increased rice production in the Senegal River Valley (SRV) and lowland areas in the Southern Forest Zone (SFZ), Senegalese agriculture is still heavily dependent on rainfall. Lessons from previous investments in small scale irrigation indicate that focus on technical specifications is insufficient to ensure sustainability; recipient ownership, technical know-how, and financial capacity must all be fostered, all of which require longer term local service provision and oversight. Expansion of food manufacturing is hampered by the low access to energy and the higher cost of electricity and fuel in rural areas, which also constrains the development of value chains. Further, low literacy, particularly among women, limits uptake of mobile applications for agriculture and rural monetary services.

The rural economy provides the majority of employment opportunities occupied by youth. In addition, youth own over 60% of the micro-, small, and medium enterprises (MSME) nationwide.¹¹ Nonetheless, Senegalese youth seeking employment or entrepreneurial opportunities in the agriculture sector face very limited access to land, finance, and training (USAID Senegal, 2016b). Rural youth experience higher levels of extreme poverty, illiteracy, and unemployment than urban youth.

Relative to men, women enjoy far lower access to productive resources and opportunities to enhance their skills. While women make up half of Senegal's agricultural workforce, gender inequality still persists in different domains of agriculture and food security. Although women and men in Senegal have equal rights to land ownership under the law, customary law and socio-cultural barriers make it difficult for women to obtain and control agricultural land. In addition, women have limited time availability as it is often spread out between housework and childcare in addition to economic endeavors.

Low private sector investment in agriculture (transformation, transportation, storage, etc.) weakens the competitiveness of the sector; in fisheries, this lack of investment is largely due to the lack of secure tenure. Despite significant spending on physical infrastructure recently, the cost and quality of electricity supply and the poor quality of road and railroad infrastructure remain major obstacles. The lack of agricultural data also plays a role, limiting decision-making capacity of producers, market actors, and decision-makers alike. Finally, the current level of agriculture-related education, training, research, and extension is insufficient to meet the needs of entrepreneurs and employers in the public, private, and NGO sectors. A recent diagnostic of conditions to doing business in Senegal's agricultural sector¹² (AgCLIR Senegal) found that Senegal's rural workforce quality is poor due to low levels of literacy and a lack of vocational training opportunities.

Partnership Landscape

¹¹ ANSD, 2014

¹² AgCLIR: Senegal, Commercial Legal and Institutional Reform Diagnostic of Senegal's Agriculture Sector. September 2009.

Numerous actors engage in food security and nutrition, ranging from policy definition to emergency response. They include the various technical ministries and state bodies, civil society, private sector, and the technical and financial partners such as the Food and Agriculture Organization (FAO), World Food Programme (WFP), United Nations Children's Fund (UNICEF), European Union, Canadian Cooperation, Economic Community of West African States (ECOWAS), and the African Union. Coordination takes place at all levels, from national (e.g. donor coordination groups) to local (regional, departmental, and commune-level development planning groups). Nonetheless, the system could benefit from additional strategic collaboration to improve food insecurity prevention, monitoring, early warning systems, and response.

In addition, downstream value chain actors and service providers play an important role in improving market access for smallholders, expanding debt and equity investments in key value chains, improving market-driven business development, and promoting financial tools. These partners can include commodity buyers, banks, microfinance institutions, and insurance companies, all of whom are key partners for making contracting, supply chain, lending, and investment mechanisms more inclusive.

Interagency Coordination

This strategy is a product of strong interagency collaboration and builds on and leverages several major USG programs. Working closely with the Department of State, Department of Agriculture (USDA), Peace Corps, the USAID West Africa regional mission, the African Development Foundation, as well as seeking synergy from the Millennium Challenge Corporation (MCC), Overseas Private Investment Corporation (OPIC) and the Department of Commerce, USG priorities will be implemented. Activities will promote market-oriented policies, free trade, increased foreign direct investment, entrepreneurship, private sector productivity, and leverage private sector partnerships. Implementation of Feed the Future in Senegal will work with host country governments to implement outcome oriented policies and strengthen private sector engagement; strengthening our interagency coordination by effectively utilizing development tools to address challenges; and respecting the taxpayer's investment by expanding the use of innovative vehicles for greater impact.

2. Targeting

The Feed the Future Senegal Zone of Influence (ZOI) (Figure 1) encompasses the areas of high acute malnutrition, chronic malnutrition, and poverty as well as those areas with greatest potential for agriculture-led, inclusive economic growth. The ZOI covers 129 communes located in 18 departments across 8 administrative regions (Saint Louis, Matam, Fatick, Kaolack, Kaffrine, Ziguinchor, Sedhiou, and Kolda). Approximately 2.3 million people¹³ live in the ZOI.

The ZOI includes two agro-ecological sub-zones: the Senegal River Valley (SRV) in the north and the Southern Forest Zone (SFZ). The SRV (sub-zone 1), prioritized by the Government of Senegal (GOS) for investment, has great potential to accelerate growth via increased agricultural productivity in the upper river valley (where acute malnutrition peaks during the lean season) as well as opportunities further up the rice value chain in the small cities and peri-urban areas around the delta. The SFZ (sub-zone 2) is marked by higher poverty and chronic malnutrition rates. However, its high availability of water, land, and human resources combined with access to domestic and regional markets provide great opportunities for agriculture. Target value chains will be selected based on their potential to generate income, youth employment, and improved nutrition.

While largely similar to the ZOI in the first phase, the ZOI for this second phase represents a more concentrated, contiguous zone. It is smaller in terms of population (by approximately 735,000) as well as

¹³ 2016, ANSD

the number of communes (21 fewer), departments (8 fewer), and administrative regions (2 fewer) covered. Narrowing focus on the areas best suited for the Feed the Future Senegal approach will permit greater cost effectiveness and development impact. It will also allow the new systems and approaches begun under the first phase to gain traction with local stakeholders and be expanded to maximize the number of people who benefit. As more entities are developing more confidence with the new set of tools and clients, the potential for systemic change increases. Hence, Feed the Future will leverage and capitalize on successful value chains and nutrition-led agriculture results from the first phase to address gaps in targeted value chains, scale up, and anchor ongoing changes in the ZOI food systems. Furthermore, the range of capacities present in the ZOI represents a ‘development continuum’ whereby more developed areas are able to push further into newer innovations and then provide a proven path for the less developed areas to follow.

Interventions will ultimately benefit rural people (including inhabitants of rural towns and peri-urban areas) who are hungry, malnourished, and/or poor, including the most vulnerable, with a focus on women, young children, youth (aged 15-29), the extreme poor, and small-scale producers. In order to spur transformative change capable of profoundly impacting such a large population, Feed the Future will employ a facilitative approach, working through a wide variety of public, private, and civil society actors, rather than through a direct service provision approach. Finally, given the high importance of fisheries for economy and food security of the ZOI (and Senegal as a whole), Feed the Future will also work with coastal fishing communities, some of which fall outside of the ZOI.

3. Results Framework

The Results Framework, illustrated graphically in Figure 2, presents the theory of change for the Feed the Future Senegal Country Plan. It outlines the ultimate goal, the three objectives necessary to achieve that goal, and the intermediate results that are necessary to achieve the three objectives.



Figure 1: Feed the Future Senegal 2018-2022 Zone of Influence

Goal: Sustainably reduce hunger, malnutrition, and poverty in the Zone of Influence

Reaching this goal will require an integrated effort, which, our experience to date has shown, must include achieving three main Objectives.

Objective 1: Inclusive and Sustainable Agricultural-Led Economic Growth

As noted in the *Plan Sénégal Emergent*, agricultural growth can drive economic growth in Senegal and reduce poverty, especially for the extreme poor in rural areas. A growing, resilient, competitive, inclusive, nutritious, and sustainable agriculture and food system increases producers' income through productivity and profitability improvements and can also lower real food prices, thereby improving producers' and consumers' access to adequate nourishment year-round. The relative importance of "traditional" food markets is giving way to increasingly more integrated value chains that connect producers (including farmers, pastoralists, foresters, and fishers) and food manufacturers to markets, which provides access to imported and domestically produced food and agricultural products as well as an opportunity to export. This often involves countless firms in agricultural inputs, transportation, logistics, storage, processing, wholesale, and retail. As this transformation ensues, the challenge is to build on the successful value chain approaches developed during the first phase of Feed the Future, which focus on consumer demand factors and foster market-oriented, agriculture-led growth that promotes inclusion, sustainability (economic and environmental), and nutrition.

Transformation can be made more inclusive as small-scale producers and small and medium enterprises (SMEs), especially women, youth, and other marginalized groups, access inputs, assets, and services that allow them to participate more effectively in these markets. The development of a functional food safety regulatory system that is transparent and based on sound science and international standards is critical as these value chains develop, which will give consumers access to safe, wholesome food. Transformation can be more sustainable as producers adopt new approaches that allow production to thrive and adapt to changing climate conditions while protecting natural resources. Transformation can also promote nutrition as food system actors increase awareness of how economic decisions can impact nutrition (both positively and negatively) and take action accordingly. Achieving Objective 1 requires attainment of 4 Intermediate Results (IR): strengthened inclusive agriculture systems that are productive and profitable (IR1); strengthened and expanded access to markets and trade (IR2); increased employment and entrepreneurship (IR3); and increased sustainable productivity, particularly through climate-smart approaches (IR4).

Objective 2: Strengthened Resilience among People and Systems

As underscored in the National Food Security and Resilience Strategy, resilient individuals, households, and communities are able to manage adversity and change without compromising their future well-being. They are able to effectively anticipate, mitigate, and reduce risks and the negative effects of realized risks in the form of shocks and stresses without major, lasting consequences to their food security, nutrition, and economic well-being. They are also able to sustainably escape and remain out of poverty. By working to strengthen resilience, including the resilience of the most vulnerable, we can better ensure that our investments to reduce hunger, malnutrition, and poverty are inclusive and achieve lasting results.

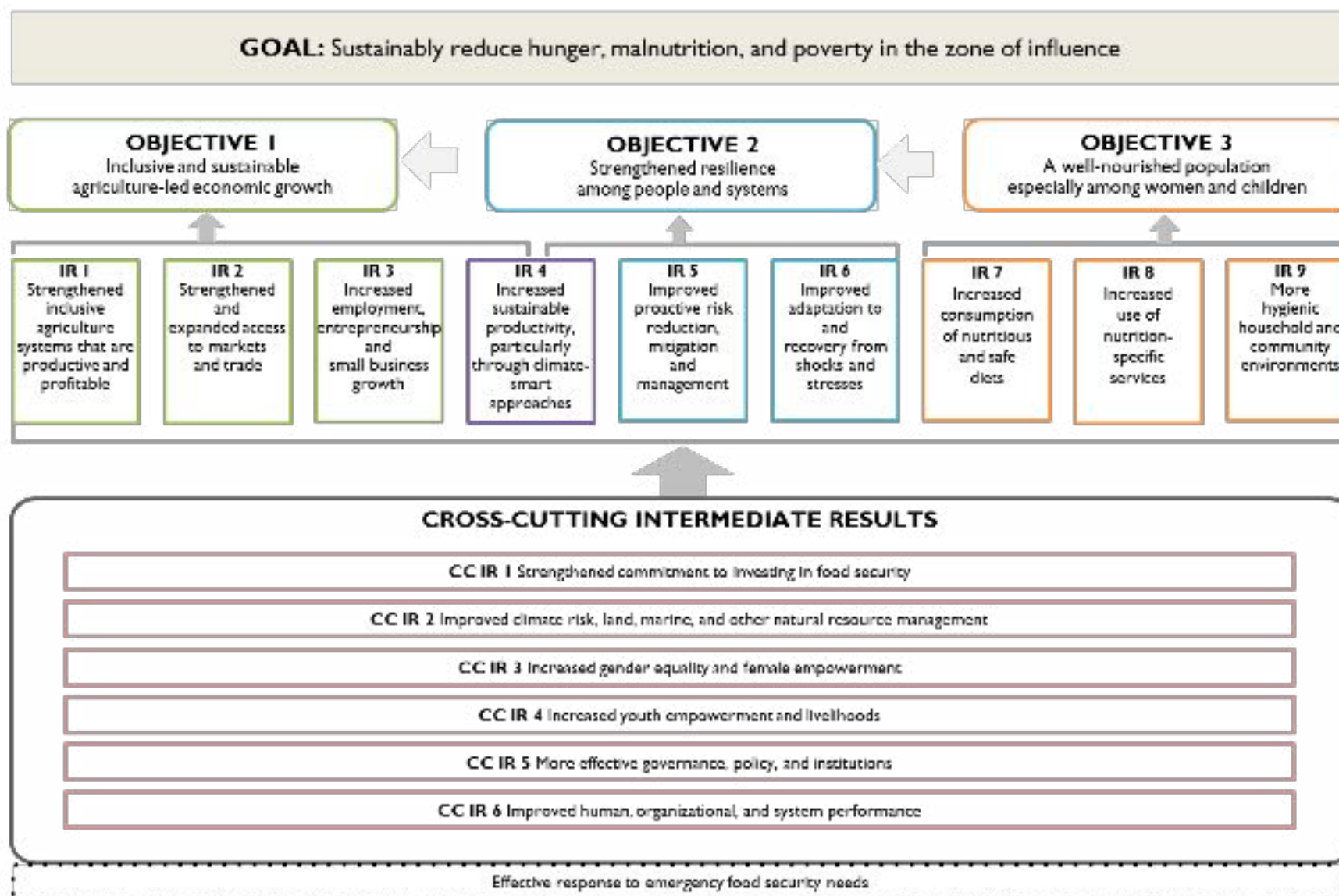
Resilience is an essential condition for achieving our goal to sustainably reduce global hunger, malnutrition, and poverty as well as to reduce reliance upon emergency food assistance. In order to build resilience, several context- and shock-dependent resilience capacities need to be strengthened at the individual, household, community, national, and systems levels. When these capacities are successfully strengthened and maintained, people will be able to better protect critical assets, food security will be improved and sustained, and populations will be well-nourished—even in the face of recurrent shocks and stresses. Achieving Objective 2 requires attainment of 3 IRs: increased sustainable productivity, particularly through climate-smart approaches (IR4); improved proactive risk reduction, mitigation, and management (IR5); and improved adaptation to and recovery from shocks and stresses (IR6).

Objective 3: A Well-Nourished Population, Especially Women and Children

Malnutrition restricts the attainment of human potential and productivity but also imposes a high burden of social and economic consequences on individuals, families, communities, and nations. Proper nutrition promotes the optimal growth and development of children. We are committed to improving nutrition to enhance health, productivity, and human potential and to save lives.

A variety of multi-sectoral development issues contribute to poor nutrition (including undernutrition, micronutrient deficiencies, and over-nutrition). For example, the immediate determinants of stunting often include poor nutritional status of women before and during pregnancy, suboptimal infant feeding practices, poor sanitation and hygiene, contaminated food, and frequent infection in young children. The social status of women and girls, equality, poverty, and infrastructure of health systems and local markets also are important factors. Furthermore, as transformation of value-added food products and food processing plays an important role in Senegal's inclusive economic development strategy, promoting agri-food development that fosters optimal nutrition is important in order to avoid replacing the undernutrition problem with an over-nutrition problem.

Figure 2: Feed the Future Senegal Results Framework



Achieving Objective 3 requires attainment of 3 IRs: increased consumption of nutritious and safe diets (IR7); increased use of direct nutrition interventions and services (IR8); and more hygienic household and community environments (IR9).

Cross-Cutting Intermediate Results (CCIR)

Seven CCIRs are also essential to achieving all three Objectives. They include: strengthened commitment to investing in food security (CCIR1); improved climate risk, land, marine, and other natural resource management (CCIR2); increased gender equality and female empowerment (CCIR3); increased youth empowerment and livelihoods (CCIR4); more effective governance, policy, and institutions (CCIR5); and improved human, organizational, and system performance (CCIR6).

4. Program Components

The Feed the Future Country Plan will be implemented via five program components (Figure 3): Value Chain Services; Nutrition Services; Sustainable Ecosystem and Fisheries Management Services; Entrepreneurship and Vocational Development Services; and Policy System Services. As fostering sustainability is a cornerstone of this plan, each component will employ a facilitative approach to identify major constraints, build capacity, and promote delivery of demand-driven market-based solutions. Sustainability takes hold when actors with vested interests are able to define, clarify, and institutionalize efficient transactions with each other. Each component will facilitate connections between local entities rather than inserting itself into the market to provide services itself.

Value Chain Services and *Nutrition Services* will continue the work of the value chain and nutrition-sensitive agriculture activities implemented under the first phase of Feed the Future with increased layering across the same locations, working with many of the same local entities (communes, producer/women's organizations, NGOs, MSMEs, and so on). The *Sustainable Ecosystem and Fisheries Management Services* component will work mainly on sustainable fisheries management, including increasing natural productivity and fish populations that allow for resilient and sustainable inputs into the fish value chains. The *Value Chain* and *Nutrition Services* will identify production efficiency and activities along the fish value chain that can provide additional jobs, increase incomes, and enhance nutritional quality of fish products, especially those transported and consumed by inland communities.

These three components will identify and foster the services (and associated employment opportunities) that will most effectively facilitate their respective economic activities. As markets and trade opportunities develop, increasing demand for higher quality goods and services from domestic and international markets provides a “pull” for development of entrepreneurial, organizational, and technical skills. Along with the “push” provided by *Entrepreneurship and Vocational Development Services* component, this “pull” will drive development of a local system for innovation and entrepreneurial development that will foster sustainability and efficiency. Good connections between the private sector and training institutes will be paramount. The *Policy System Services* will support the other components, facilitating change in the enabling environment. Activities will revolve around two foci, working at the national level on more strategic policy development and at the regional/local level, such as via Regional Development Hubs, to monitor and understand policy constraints and influences on economic activities and ensure an evidence-based policy agenda consistent with international obligations and U.S. policy objectives. Supporting the enabling environment will also improve market and trade opportunities.

All components will advance resilience goals by reducing dependence on traditional rain-fed agriculture, strengthening fisheries management, and increasing local capacity to prevent, mitigate, and respond to shocks and stresses related to food security and nutrition. Specifically, each component will enhance and expand local service provision, digital technologies, and local governance mechanisms that promote increased use of weather/climate information, climate-smart production practices, sustainable fisheries

management, water management, livelihood diversification, and access to natural resources (particularly women's access to land and secure access to fishing grounds), thus supporting IRs 4 and 6 and CCIRs 2 and 3.

Regarding agricultural research and development for innovation, to ensure proper incorporation of new and innovative approaches into the design, implementation and learning of food security and nutrition programming, the Country Plan, with guidance from the Global Food Security Research Strategy, will leverage new and improved technologies, practices and expertise from USAID/Washington staff, Feed the Future Innovation Labs, the Consultative Group for International Agricultural Research (CGIAR), the National Agricultural Research System (NARS), relevant stakeholders, and other centrally-funded research programs. Close collaboration between Mission value chain programming and in-country Washington-funded research investments will be highly encouraged and incentivized so as to ensure uptake of research-derived technology innovations.

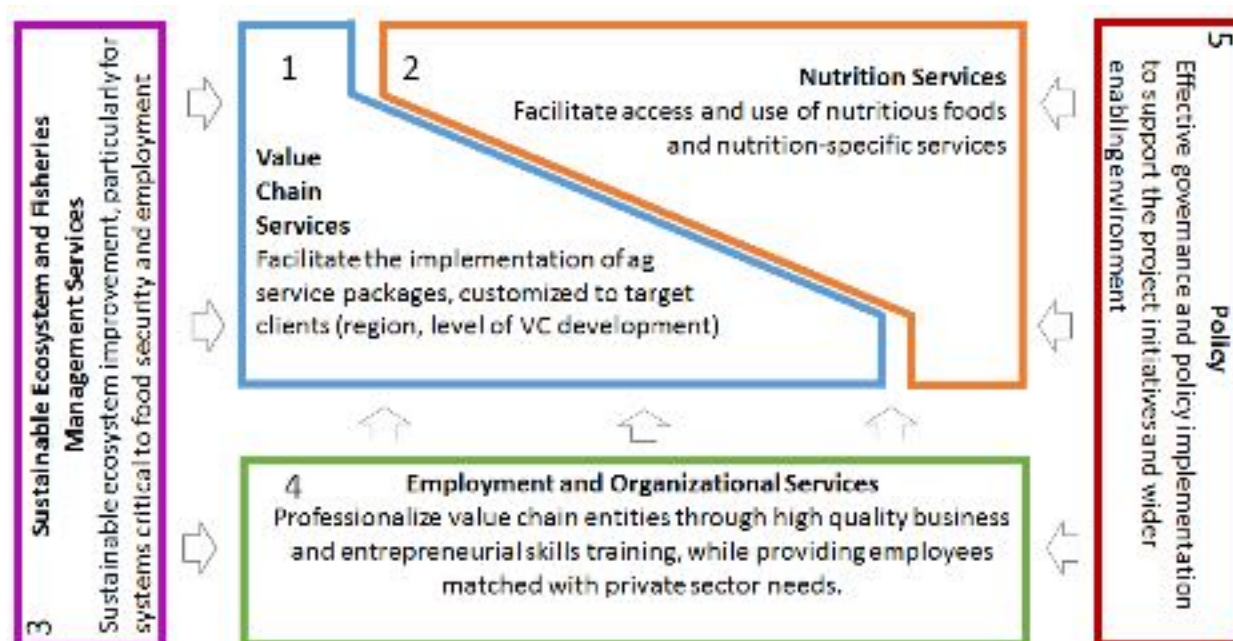


Figure 3: Feed the Future Senegal Country Plan Program Components

Value Chain Services

The *Value Chain Services* (VCS) component aims to increase income, employment, resilience to climate shocks, and food availability and affordability through market system investments and development of a limited set of strategic food value chains (key cereal, horticulture, livestock, and fish commodities) with high potential for market demand, nutrition enhancement, and opportunities for women. It will contribute to IRs 1-7 and to all CC IRs, thus advancing Objectives 1, 2, and 3. Based on the first phase of Feed the Future, VCS focuses on climate vulnerable populations (IR5 and 6) and on a sustainable use of productive resources (CCIR2). It also contributes to Objective 3 through increased commercial production of safe and nutritious food that meets growing urban demand (in terms of quantity and quality) and responds to certain nutritional deficiencies (IR7). VCS will develop sustainable market-based delivery mechanisms for: value-enhancing technologies, financial services including insurance (IR5), extension services by empowering grassroots organizations, building value chain stakeholders' capacities to meet market demands and financial institutions' requirements, and bridging intra-value chain linkages. It will increase public and private investments in food security (CCIR1); improve land, water, and soil management (CCIR2); and enhance entrepreneurship and access to productive resources for youth

(CCIR4). VCS will increase incomes and expand markets and trade opportunities (IR2), strengthening access to affordable, high quality food and agricultural products from domestic and international markets. Former Feed the Future activities successfully identified key value chain constraints for which a toolkit of market-based solutions (ranging from farmer-owned extension services to access to finance and mechanization services) continues to be developed. To transform value chain service gaps into viable employment opportunities, particularly for youth and women, VCS will apply and adapt these tools widely and create new tools for different value chains, agro-ecosystems, market situations, and target clients.

Improved access to water for production and to an array of services (i.e. agricultural, business development, finance, risk management, and market) for a range of target clients along the value chain will increase smallholders' productivity and commercial prospects (IR1, 2, 4). It will also encourage more young entrepreneurs, viable MSMEs, and their employees to enter the value chains (IR3). The promoted service packages will increase access to the information needed to support the introduction of new technologies and overcome constraints within the targeted value chains. All technical packages will incorporate good agricultural practices and climate-smart approaches, focusing primarily on filling the current technology gaps, including improved and adapted seed varieties, small-scale irrigation, mechanization, post-harvest equipment and storage infrastructure, and energy infrastructure. In addition, they will emphasize labor-saving technologies to support women's dual roles as entrepreneurs and principal childcare providers (CCIR3).

Focus on agricultural and food-related enterprises where women already work will meet critical national needs and exploit the recognized multiplier effects of growth in the agricultural sector. Special emphasis within the service provision and MSMEs development activities will expand access to services, employment, and entrepreneurial opportunities for youth and women. This will unlock the potential of the agricultural sector to generate resilient diversified income sources, employment, and opportunities for enterprise, leading to an inclusive and sustainable agriculture-led growth that benefits male and female smallholder producers, entrepreneurs, and workers across the value chains. Ultimately, incremental sales from food products and delivered services, along with paid salaries, will increase income and contribute to food security, economic growth, and poverty reduction. Increased competitiveness will increase the demand for imported technologies such as tractors, machinery and processing equipment, as well as other agricultural imports that could be used as ingredients to develop or manufacture new and innovative food and agricultural products. This is all necessary for the sustainable transformation of the agricultural sector. Stimulating jobs for young people in the agriculture sector, in areas such as processing, machinery/equipment rental, operation and repair, and logistics, can be integrated and linked more deliberately with MSME development and other efforts to accelerate agricultural growth and improve food security. Information and communication technology (ICT) tools, as well as other digital technologies (e.g. remote sensing, weather stations/sensors, and big data analysis), hold great potential to enhance agricultural productivity, strengthen value-added services across value chains, and provide attractive job opportunities to youth. Further, mobile money networks can facilitate access to savings, credit, and insurance products, giving agricultural entrepreneurs opportunities to diversify income-generating activities and improve their resiliency to economic and climatic shocks.

A major strategy of the Value Chain Services component is to lower the risks that constrain market actors' ability to invest further in domestic food systems (inside and outside of the ZOI) as well as key national and international markets (IR5) in order to drive wealth creation and enhanced nutrition within the ZOI. To this end, VCS will build on investments made under the first phase of Feed the Future in cereals value chains by expanding market linkages between buyers and producers (including supporting the development, adoption, and enforcement of standards) in order to respond to domestic demand for quality cereals, livestock, fish, and horticulture products. In collaboration with the Fisheries Component, VCS will build fisheries managers' capacity to engage the private sector, and finance institutions in particular,

to help reduce pressure on fisheries by making investments that reduce waste and increase efficiency, quality, and employment opportunities, such as cold storage, improved landing sites, and upgraded artisanal processing centers (the majority of which are women-led). VCS will facilitate the development of solutions, such as sustainable multi-party contractual arrangements (involving banks, insurance companies, producers, and buyers) that reduce risk and transaction costs. Successful experiences under the first phase show that these arrangements help build competitive value chains and link end markets with an inclusive, productive supply base. This component will also enhance entrepreneurial skill and MSME capacity to expand access to improved technologies, practices, and information for producer groups, with a particular focus on increasing employment opportunities for youth and women. Local government bodies and institutions will be an important client and scaling agent, consistent with the GOS strategy to strengthen Regional Development Hubs under its decentralization policy. This component will increase their capacity to identify and use the value chain services provided by the local private sector to realize their economic development vision (CCIR5 and 6). The more comfortable local government bodies become in facilitating these value chain service connections, the more the local population will benefit from MSME development, employment, and profitable household businesses. Such a plan fits comfortably with the GOS Regional Investment Platforms promoted by the National Investments Promotion Agency.

Key partners and customers under this component will include, among others: the private sector, civil society, financial institutions, research institutions, national ministries (particularly the agriculture, livestock, and trade ministries), and local governments. Additionally, the local entities may provide an essential focal point for coordination of activities of devolved technical ministries, implementers, and community efforts to achieve the activity's goals. Building the organizational capacity of local Senegalese organizations (i.e. local non-governmental organizations, business associations, trade associations, and think tanks) is a key element of the VCS as they will be important facilitators of the decentralization process by assisting in areas such as direct service provision and advocacy for policy reform. By utilizing local organizations to provide services to agriculture producers, this component will strengthen local capacity and increase the sustainability of Feed the Future investments. Commercial ownership and sustainability can be achieved by combining kick starting private sector involvement with an explicit view to creating sustainable institutions that can function at scale. This requires an ongoing process of identifying bottlenecks and incentives, providing some initial incentives and risk mitigation, and iterative monitoring and problem solving.

Nutrition Services

The *Nutrition Services* (NS) component will strengthen, leverage, and link health services and agriculture market systems (or food systems) towards improving nutritional outcomes across the entire ZOI. It aims to ensure quality provision of the GOS integrated package of preventive and curative services, with a strong focus on increasing adoption of essential nutrition and hygiene actions. It also seeks to enable individuals to adopt a more optimal diet by increasing demand for and access to diverse, nutritious, and safe foods. This will reduce risks of undernutrition and over-nutrition, both of which hamper human health, productivity, and economic growth. NS will also seek out and facilitate private sector investment in value-addition and food processing that is both sourcing and producing nutritious products. Its primary target population will be women of reproductive age and children under age five, with a particular focus on the first 1,000 days of life (from pregnancy to the child's second birthday). In order to achieve sustainable positive impacts for these groups, the whole community will be engaged, including youth, fathers, grandparents, and local leaders.

This component will contribute to all three Objectives via each IR and CCIR. In terms of food systems development, whereas VCS will develop a limited set of value chains with high potential to drive inclusive, market-oriented agriculture-led economic growth, NS will focus on strengthening key systems needed for a complete nutritious diet. This means strengthening market systems for nutrient-dense foods

outside of the target value chains, making them more available, accessible, affordable, convenient, and safe. It means increasing nutritionally-vulnerable populations' economic status and resilience via increased empowerment, income generation, asset-building, and access to information, technologies, finance, services, and other risk-mitigation mechanisms. It means engaging a broad array of stakeholders with a vested interest in nutrition promotion, bridging the gap between technical sectors (health, agriculture, WASH, environment, commerce, finance, social services, etc.); the public sector, private sector, and civil society; and local, regional, and national actors. Research and learning activities under the NS component will focus on filling the knowledge gap related to the causes of particularly persistent nutrition problems and improving the functioning of the food system. Further, NS will promote agricultural and agribusiness solutions that are market-oriented and at the nexus of economic advancement, resilience, ecological sustainability, gender equality, and nutrition, advancing all simultaneously to the greatest extent possible. To this end, interventions will take both nutritional deficiencies and risks of over-nutrition into account, and will promote a market-led economic strategy that addresses the double burden of malnutrition.

To support inclusive agriculture systems (IR1) for the array of promoted nutritious foods, NS will: enhance smallholder capacity in the ZOI to produce and add value for home consumption and for sale in local markets; expand local private sector service provision and technology promotion; and strengthen relationships between market actors for better access to productive resources, inputs, services, and markets, particularly for women (CCIR3) and youth (CCIR4). The NS component will contribute to market access (IR2) for the promoted nutritious foods by promoting public-private investment in improved storage, transport, and market-places for greater accessibility and safety; increasing producer association capacity to promote nutritious and safe foods; linking producers and agribusinesses to end markets; building capacity to increase nutritional quality, reduce food and nutrient loss, and meet market demands, particularly for women-led food processing MSMEs (CCIR3). Technical and business training for agribusinesses producing and providing services for the nutritious food market, with emphasis on women's and youth engagement, will expand employment and entrepreneurship opportunities (IR3) while also increasing the nutritional diversity and quality of foods available on the local market and enhancing women's and youth empowerment (CCIR3/4).

NS will: strengthen the capacity of key local institutions (public, private, and civil society) and the linkages between them to reduce and manage food insecurity risk, prevent local shocks/stresses from becoming disasters; increase access to crop/livestock insurance and financial services (saving, lending, money transfer); increase asset accumulation (e.g. livestock); and increase access to informal and formal safety nets (such as the local pass-along livestock network, children's food banks, and links to government social protection and humanitarian assistance programs) (IR5). NS will seek to expand this approach to every commune (municipality) in the ZOI via exchange networks in which communes already successfully managing food security mentor others (IR6).

NS will support attainment of well-nourished population (Objective 3) via nutrition-sensitive interventions (many of which are described above), nutrition-specific interventions, and coordination with the other components to ensure that opportunities to enhance nutritional outcomes are maximized while inadvertent negative impacts on nutrition are avoided. It will promote: general knowledge of nutrition-sensitive agriculture; bio-fortified crops; fortified and nutrient-dense foods; food safety practices; food preservation for year round consumption; optimal infant and young child feeding; gender equity in decision making, household health, and childcare (CCIR3); school feeding programs; and nutrition- and food system-related analysis and research (IR7). Activities will strengthen health service provision of nutrition-specific interventions (IR8), including growth monitoring, community health worker referral of severely malnourished children to a health facility, counter-referral and follow-up treatment of moderately malnourished children, improved social and behavior change communications at health huts, mother-to-mother sessions, home visits, routine Vitamin A distribution, and ante-natal iron/folic acid

supplementation for anemia prevention. At the clinical level, trainings will strengthen the capacity of health providers in the management of acute malnutrition, aligned with the national protocol. To bolster this investment and increase the likelihood that target populations can adopt promoted practices, NS will also link food system actors to health, water, and sanitation programs in order to promote locally-adapted, multi-sectoral solutions to persistent health and nutrition problems. For example, these coordinated actions will seek to overcome economic and social barriers preventing proper breastfeeding and complementary feeding, access to iodized salt, and dietary diversity (IR8); as well as improved access to water and sanitation services; sanitary food hygiene, hygiene as it relates to livestock, and general household and community hygiene (IR9).

Under the NS component, USG will engage with key national-level entities such as the *Cellule de Lutte Contre la Malnutrition* (Malnutrition Coordination Unit or CLM) and the Ministry of Health Directorate for Maternal and Child Health, participate in the Scaling-Up Nutrition (SUN) movement, and build synergies with international organizations such as the WFP (CCIR1). This component will actively engage women and youth, particularly adolescent girls, to increase their economic empowerment, social status, and capacity to care for their own needs and those of their children (CCIR3/4). A final hallmark of the NS component is its institutional capacity development strategy whereby dialogue and partnerships among government, civil society, and private sector are increased for improved food security and nutrition. Key customers and partners of the NS component include local health structures (clinics/health huts); local governments and citizen working groups; producer associations; private sector service provider networks; women's empowerment and asset-building groups; national agriculture research entities; national ministries and the CLM; and other GOS and donor-funded nutrition-focused programs.

Sustainable Ecosystem and Fisheries Management Services

Contributing to all three Objectives via IRs 1, 4-7, and CCIRs 2, 5, and 6, the *Sustainable Ecosystem and Fisheries Management Services* (SEFMS) component is based on the premise that healthy ecosystems, landscapes, and sustainable flows of natural goods and services from the environment are the foundation of economic growth and buffer individuals and systems from shocks and stresses of all sorts. The downward spiral of marine fisheries represents a serious food security and economic concern for Senegal. Thus, this component will focus primarily on addressing the drivers of critical threats to fisheries and coastal biodiversity. It will also help address terrestrial ecosystem issues as they link to the *Value Chain Services* and *Nutrition Food System Services* components. This component will support the necessary enabling conditions for successful sustainable ecosystem management, namely effective governance, policy, and institutions as well as human, organizational, and system performance.

Activities under this component will encompass Senegal's coast and coastal waters, spanning from St. Louis to the Casamance, and its exclusive economic zone (EEZ), including key watersheds, river deltas, estuaries, and marine protected areas. Building on achievements of the first phase of Feed the Future, this component will strengthen the Local Councils for Artisanal Fisheries (CLPAs) towards building an effective network for collaborative resource management. In concert with other programs designed to advance decentralization goals through enhanced local governance, SEFMS will explore ways to leverage CLPA partnerships with local governments to engage in joint programming.

It will also seek to empower constituents to leverage their collective political capital to advocate for greater transparency and accountability. Activities will support constituents to engage in decision making and assist government to respond effectively. In addition, activities will engage a broad array of actors (media, civil society organizations, business associations, and even the National Assembly) to promote accountability by monitoring licensing, enforcement, and other national-level decisions related to fisheries management. To address some of the policy, process, and coordination shortfalls that constrain climate-resilient, sustainable fisheries management, this component will seek to strengthen national-level

strategic planning, budgeting, and coordination capacities, thereby fostering a more coherent and consistent approach.

The SEFMS component will also seek to improve availability of and access to critical information (on the state of management and sustainability of fisheries) essential for sound management of coastal natural resources. Civil society organizations with good understanding of how to gather and report politically-relevant data will be important partners for advocacy. The component will also strengthen the capacity of research institutions (such as the national Oceanographic Research Center) to present scientific data in a way that resonates with decision-makers and other stakeholders.

The SEFMS component will also support fisheries managers and decision-makers to establish and/or strengthen a range of incentives and disincentives that encourage a shift away from harmful practices towards adoption of sustainable ones. To this end, it will seize opportunities to engage cultural and religious community groups, foster women's engagement in co-management, and strengthen the capacity and market linkages of women's cooperatives. Furthermore, this component will enhance the ability of stakeholders to identify entry points, potential champions and spoilers, and areas of aligned interest to advance ecologically sustainable, climate-resilient fisheries. For example, it will assist communities to communicate and engage the GOS to increase support to participatory surveillance efforts against illegal fishing. Finally, SEFMS will build fisheries managers' capacity to engage the private sector to promote resilient and nutrition-sensitive policies and management practices.

Entrepreneurship and Vocational Development Services

Contributing primarily to Objective 1 via IR3 and CCIR4, the *Entrepreneurship and Vocational Development Services* (EVDS) component aims to increase youth engagement in Senegal's economic growth. With a focus on agriculture, entrepreneurship, and leadership, EVDS will support technical and social solutions to youth un- and underemployment. Through existing and new partnerships with public institutions (including Senegalese Agriculture Education Training Research (AETR) centers, universities, and government programs) as well as private sector organizations, EVDS will connect youth to technical expertise while also helping these institutions improve their service provision to the community. EVDS will focus on positive youth development (PYD), which affirms that youth are resources to be developed and not problems to be solved; that youth voice, leadership, and participation are vital; and that a strong enabling environment creates conditions for youth to flourish. While EVDS may take inspiration from successful US youth programs (such as 4-H, FFA, or Junior Achievement), it will pursue youth development that keeps with Senegalese cultural, social, and institutional norms and conditions.

The EVDS will build on opportunities from technical and market development provided by innovation in agriculture and fishery value chains and nutritional innovations. It will promote entrepreneurship and development of MSMEs as well as commercial on-farm production, profitable informal sector employment opportunities, and/or formal employment in large businesses and government. It will facilitate the development of relevant service providers that will provide the training and the information for both individual and institutional capacity development.

EVDS will explore innovative ways to engage youth in rural and peri-urban areas, recognizing that: youth are not homogenous; special approaches may be needed (depending on age, gender, literacy level, disability, value chain employment options, etc.); and technology-based modern agriculture presents opportunities for youth to employ their creativity to generate a decent livelihood. EVDS interventions will help youth garner direct livelihood benefits and a sense of belonging and empowerment that can motivate further engagement in their communities (CC IR 4). EVDS will emphasize mechanization, productivity-enhancing technology innovations, MSME and other employment opportunities, and marketing skills to help make agriculture more appealing to youth.

EVDS will engage local government, private sector, and civil society in generating solutions for youth development. For example, linkages to mass media, jobs fairs at national and regional trade and agriculture exhibitions, commodity- and producer-groups, and service organization unions will also play a part in this component. Engagement with local governance networks will be critical (CC IR 5), especially for the nutrition-related capacity development. GOS resources may also be accessed for extension input and other support.

This component will promote gender equality and women's empowerment, actively engaging young men and women to increase their capacity to be good environmental stewards, better business people, engaged citizens, and proponents of good nutrition and childcare (CCIR 3). Specialized services for young women entrepreneurs or members of women's groups will be considered and are likely for areas where women may dominate as in some aspects of fish processing and trading, food processing, and nutrition program implementation.

Organizational capacity and human resource skill gaps will be addressed through two main models: an incubation model and an outreach/extension model (CC IR 6). Both will employ training, mentoring, and networking to provide service providers with needed resources and skills. The strength of these models comes from their ability to recognize and address both supply and demand needs in the labor market. EVDS will facilitate partnerships between businesses and educational and vocational institutions to orient course offerings towards labor market demands.

Policy System Services

The Policy System Services (PSS) component contributes to all 3 objectives through CCIR5 and 6. It will support GOS capacity to set a prioritized policy agenda, including effective dialogue, sound implementation, and mutual accountability. The policy challenges to food security have multiple dimensions and cut across a broad array of GOS ministries, institutions, and stakeholders. Moreover, the depth and breadth of policy support that will be required at a given time on a given issue with a given entity will not be uniform. Strategic partnership and alliance will be built with a wide range of key actors in government, the private sector, civil society, donor groups, and research and advocacy institutions to keep momentum on policy reforms. PSS will embody an integrated but diverse range of services and approaches, across a number of "policy customers" and policy institutions. It will influence better policy making, leading to significant policy changes with a measurable impact on economic growth and food security, while also building a more and sustainable system for the formulation, consultation, implementation, and monitoring of policies.

Despite the presence of a dynamic banking and microfinance institutions, access to finance remains an important challenge for smallholders and MSMEs in Senegal, particularly due to the risks associated with rain-fed agriculture and farmers' lack of collateral. PSS will support policy makers to explore and employ strategies to reduce barriers to medium- and long-term finance, such as expanding loan guarantees and diversifying agriculture insurance mechanisms, including those that target women specifically. To maximize gains from the GOS's increased investment in the agriculture sector (made in alignment with the 2003 Maputo Declaration), PSS will support GOS capacity to implement incentive mechanisms to address the investment gaps in public goods (such as research, extension services, and access to information and innovation for smallholders and MSMEs) and will encourage shifting away from input subsidies in favor of more non-trade distorting measures, such as investing in certified seed inspection services. PSS will also support GOS to address the land and fishing management policy issues (availability of land, land acquisition process, land security mechanisms, secure access to fishing grounds, appropriate zoning processes, and the fishing and processing licensing process) that limit agriculture investment, access to finance, and employment opportunities for women and youth. In particular, support to implement a land information system will increase transparency of land transactions. PSS will also

support GOS to develop food safety and agricultural biotechnology regulatory systems that are transparent and based on sound science.

PSS will support GOS capacity to communicate with and provide services for the private sector, important steps in increasing Senegal's competitiveness. Government institutions involved in investment promotion, private sector support, MSME development, and youth employment promotion will be targeted through specific capacity building efforts. Interventions will align with sectoral strategy implementation such as the Multisectoral Nutrition Strategic Plan, the National Agriculture Investment Plan, and the National Livestock Development Program.

Continued open access to ocean and marine resources undermines enforcement of firm limits needed for sustainable harvest levels and fleet size and to stop illegal fishing. In coordination with the Sustainable Ecosystem and Fisheries Management Services, PSS will work with the GOS to enhance strategic planning and budgeting capacity to address issues arising from limited funding and competing priorities at the national level, but also internal planning and budget capacities, in addition to ability and opportunities to raise revenues at the DPM, DPSP and other relevant GOS bodies. PSS will also support the GOS to develop policies that secure and manage access to fishing grounds by both industrial and small-scale fishers, as well as nutrition-sensitive fishing policies that ensure adequate access to fish and fishing grounds by small-scale fishers, and ensure adequate fish supplies to small-scale fish processors. These shifts are foreseen to provide them opportunities to help harmonize policies that diminish the effects of competing priorities, increase budget transparency, make policies more consistent with sustainable fisheries management and develop the capacity to start leading donor efforts by requiring that donors align with decision-making bodies' strategic plan, thereby creating a more coherent and consistent approach to advancing sustainable fisheries management in Senegal.

Finally, this component will support increased dialogue, such as through the annual joint sector reviews of implementation of Senegal's Agriculture, Food Security, and Nutrition Investment Plan, core sector donor groups, regional investment platforms, and international bench-marking opportunities. PSS work will complement the GOS Regional Development Hub strategy as effective implementation will help regions develop competitive investment profiles and engage the same local governance networks involved with other Feed the Future components. PSS will assist in coordinating local resources to exploit opportunities for developing the agricultural value chains and food systems and unlock economic opportunities for youth and women.

5. Stakeholder Engagement Platforms

The Feed the Future Senegal team will support and build on existing country stakeholder engagement platforms such as the donor technical working groups, the GOS consultative groups, and thematic coordination groups.

Donor Working Groups: The USG chairs or co-chairs the Fisheries & Aquaculture Donor Group, the Private Sector Donor Group, the Rural WASH Donor Group, and the Agriculture and Food Security Donor Group. These are venues for donors to coordinate their support to the Government, seek synergy and coherence in their interventions, and contribute to policy dialogue. The USG will continue to play an active role in supporting policy critical for food security, such as land tenure, property rights, and agriculture inputs.

GOS Consultative Platforms: The USG participates (as a member or invited observer) in various sectoral platforms, such as the National Consultative Council on Marine Fisheries (CNCMP), the Presidential Investment Council, and other value chain platforms. The USG will continue to be involved and to support mutual accountability via stakeholder engagement efforts such as the joint sectoral review

of the implementation of the National Agricultural Investment Plan as well as regional investment platforms.

Thematic Coordination Groups: The USG is an active member of the Fishery and Climate Change Group, the Index-based Insurance Development and Promotion Committee (CDPAI), the Scaling Up Nutrition (SUN) movement, and the Cereal Corridors Group. Feed the Future implementing partners will join platforms relevant to their activities.

Private Sector and Civil Society Engagement: The USG has strategic partnerships with the farmer organizations, think tanks, the private sector, and non-governmental organizations. This private sector and civil society engagement will be reinforced with extensive consultation with the private sector organizations such as the *Confederation Nationale des Employeurs du Senegal* (CNES), *Conseil National du Patronat* (CNP) and *Union Nationale des Commerçants et Industriels du Senegal* (UNACOIS) and with farmers organizations such as the *Cadre National de Concertation et de Coopération des Ruraux* (CNCR) and think tanks operating in food security and rural development sectors.

US Government Interagency Partners

