



**FEED THE FUTURE**  
**SENEGAL AGRICULTURAL POLICY PROJECT**  
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**FEED THE FUTURE SENEGAL *PROJET D'APPUI AUX***  
***POLITIQUES AGRICOLES (PAPA)***

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Joint Quarterly Program Performance Report (PPR) July-September 2016  
and Annual Report FY2016

**21 November 2016**



## ACRONYMS

AFAO	Association des Femmes de l’Afrique de l’Ouest
ANSD	Agence Nationale de la statistique et de la Démographie
ASPRODEB	Association Sénégalaise pour la Promotion du Développement par la Base, au Sénégal
BAME	Bureau d’Analyse Macroéconomique
CCASA	La Plateforme Nationale de Dialogue Science-Politique pour l'adaptation de l'Agriculture et de la Sécurité Alimentaire aux Changements Climatiques
COFIL/CRAFS	Comité de pilotage sur les Directives/Cadre de réflexion et d’Action sur le Foncier au Sénégal
CNCR	Le Conseil National de Concertation et de Coopération des Ruraux
CNCSP	Comité National Consultatif des Semences et des Plants
CNERFS	Le Comité National de Réflexion sur les Engrais et la Fertilité des Sols
CNSCA	Comité National de Suivi de la Campagne Agricole
CRES	Centre de Recherche Economique et Sociale
CSO	Civil Society Organization
CSCM	Confédération Sénégalaise des Coopératives et Mutualistes
CTPS	Comité Technique des Programmes Statistiques
DA	Direction de l’Agriculture
DAPSA	Direction de l’Analyse et de la Prévision des Statistiques Agricoles
DPEE	Direction de la Prévision et des Études Économiques
DRDR	Direction Régionale du Développement rural
ECOWAS	Economic Organization of West African States
FASEG	Faculté des Sciences Economiques et de Gestion
GDPS	Groupe de Dialogue Politique et Social
IPAR	Initiative Prospective Agricole et Rurale
IFPRI	International Food Policy Research Institute
ISRA	Institut Sénégalais de Recherche Agricole
IT	Information Technology
JSR	Joint Sector Review
LOASP	Loi d’Orientation agro-Sylvo-pastorale
M&E	Monitoring and Evaluation
MARE	Ministry of Agriculture and Rural Equipment
MEPA	Ministry of Livestock and Animal Products
MSU	Michigan State University
NAIP	National Agricultural Investment Plan
PAPA	Projet d’appui aux Politiques Agricoles
PNASA	Programme National de Sécurité Alimentaire
PO	Producers organization
PRACAS	Programme d'Accélération de la Cadence de l'Agriculture Sénégalaise
SAKSS	Strategic Analysis and Knowledge Support System

SCPA/CNNCI	Sous-comité Commerce des Produits Agricoles du Comité National des Négociations Commerciales internationales
SDDR	Service départemental de développement rural
SIMAER	Système d'Information du Ministère de l'Agriculture et de l'Équipement Rural
SNDES	Stratégie Nationale de Développement Economique et Social
TOR	Terms of Reference
UCAD	Université Cheikh Anta Diop
UGB	Université Gaston Berger (Saint Louis)

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## Introduction

This quarterly program performance report (PPR) has been prepared for the United States Agency for International Development, Senegal (USAID-Senegal) which is supporting the Feed the Future Senegal Agricultural Policy Project. The project seeks to strengthen Senegal's policy and enabling environment for increased public and private agriculture sector investment through an effective and sustainable system for formulating, implementing, and monitoring agriculture sector policies. At the national level, this project is led by Senegal's Ministry of Agriculture and Rural Equipment (MARE), with Michigan State University's Agricultural, Food and Resource Economics department's Food Security Policy Project (MSU/FSP) and the International Food Policy Research Institute (IFPRI) as the two key scientific partners. The project also works with several other key institutions in Senegal including academic and research centers and various relevant government agencies and departments. Project activities are organized under the following project components:

- 1) Enhancing national capacity to undertake policy research, analysis and policy communication;
- 2) Promoting inclusive agricultural policy and program dialogue and review processes;
- 3) Promoting evidence-based agricultural policy formulation, implementation, and monitoring and evaluation;
- 4) Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE;
- 5) Develop and launch communications strategy; and
- 6) Project coordination and management.

The project was awarded on July 27, 2015, and the previous quarterly PPR described progress made between April 1 and June 30, 2016. The present PPR reports on work done between July 1 and September 30, 2016. As this PPR is also the quarterly report number 4 for Year 1 of the project, it is expanded to qualify as the annual report for Year 1. As such, the report first documents progress made during the fourth quarter, and then summarizes key achievement during the year 1 of the project.

## Progress during the July-September 2016 Quarter

Progress made is presented by order of project component.

### Component 1: Enhancing national capacity to undertake policy research, analysis and policy communication

Two major activities were implemented as pertaining to this component.

## Facilitate linking of data and knowledge demand with supply

**Develop and adopt processes and mechanism within MARE to disseminate, access, and use analytical products from the research network.** The creation of an analysis network in December has been followed by intense network activity during each of the quarters preceeding the current reporting quarter. Network members have met on several occasions to discuss methodological issues related to the research surveys to be undertaken under PAPA, and have also attended several training clinics on selected economic analysis or policy tools. The PAPA coordination unit has worked to add value to all network activities. The PAPA website ([www.papa.gouv.sn](http://www.papa.gouv.sn)) is a gateway to share all network activities such as the outcomes of meetings and training workshops. The coordination unit will formally disseminate research activities through: (i) policy briefs; (ii) newsletter format; (iii) research article; (iv) any other means catering to the need of the intended audience.

## Provide training and capacity strengthening support to MARE and other local institutions

**Develop and Implement a training program.** Training workshops are organized on any topic deemed useful for the research network. Training started in January 2016 and has been a continuous activity over the subsequent reporting quarters. During the current quarter, the network members were mostly mobilized to produce research protocols and to adopt a unified methodology for conducting the field survey that is scheduled to start during the next quarter. Hence, only a limited number of training activities were organized in recent months. A training clinic was held on June 27, 2016 when Dr. Nancy Cochrane, Dr. James Hansen and Dr. Getachew Nigatu from USDA/ERS gave a training clinic on agricultural policy modelling with application to West Africa. The clinic was held at the headquarters of ISRA/BAME.

Training targeting the decentralized units of MARE is awaiting implementation. The intended beneficiaries as well as the areas where capacity strengthening is needed have already been agreed upon with the Ministry.

## Component 2. Promoting inclusive agricultural policy and program dialogue and review processes

### Work with MARE to facilitate the establishment and implementation and follow up on JSR

Following the development of terms of reference (TORs) and an action plan for the organization of an agriculture Joint Sector Review (JSR) in partnership with DAPSA, PAPA has financially assisted DAPSA in organizing a retreat to elaborate the JSR final report. The retreat at Saly (12-16 August, 2016) brought together representatives of line ministries in charge of the broader agriculture sector (agriculture, livestock, fisheries, environment), technical and financial partners, civil society organizations (CSOs), the private sector and producer organizations (POs). The retreat was successful in elaborating the final version of the JSR 2015 report, incorporating comments and remarks made earlier by technical and financial partners, CSOs and the private sector.

At an event organized on September 25, 2016 in Dakar, the finalized report was shared with all relevant stakeholders (including the ministries in charge of agriculture, livestock, fisheries, environment, donors, CSOs, the private sector).

### Component 3: Promoting evidence-based agricultural policy formulation, implementation, and monitoring and evaluation

#### Conduct an Inventory of knowledge management and M&E systems

**Design plan and timeline for establishing/improving IT platform and M&E system.** During the previous quarters, a thorough diagnosis of the existing systems in M&E and knowledge management at the levels of the fourteen regional directorates for rural development (DRDRs) and forty-five departmental services for rural development (SDDRs) was completed. This investigation generated data on the following: (i) staff numbers and types, (ii) access to computers and the internet, (iii) the types of data regularly collected by the DRDRs and SDDRs, (iv) the synergies between projects operating at the DRDR/SDDR level. Following this review, recommendations were formulated on ways to improve the M&E system of MARE, and a plan and timeline for establishing an IT platform and M&E system was developed. The implementation of this plan requires the following actions:

- Elaborate an M&E manual of procedures for MARE (a consultant to work on this has already been identified),
- Provide DRDRs/SDDRs with computer equipment and secure local level internet availability (procurement of computer equipment is pending),
- Provide training to DRDR & SDDR staff. Two broad training areas have been identified (i. Concepts and tools used in M&E and results based management, and ii. data collection and analysis methods), and the beneficiaries as well as the timeline for the training have been identified.
- Create a computerized knowledge and M&E management system for MARE.

#### Facilitate the Set up and operation of an interactive IT based knowledge management system

**Develop and launch interactive website to support knowledge management.** The PAPA website has been developed and is operational ([www.papa.gouv.sn](http://www.papa.gouv.sn)), and regularly updated with information on day to day project implementation. The PAPA project supported MARE with the creation of a user-friendly and functional website.

With facilitation from IFPRI, the eAtlas system of multifaceted map and web-based information on all aspects of agriculture (including agricultural and livestock statistics, climate data, demographic and nutrition data,) has been developed for Senegal. A demonstration on this user friendly tool was organized for MARE's cabinet, DAPSA and ISRA/BAME. The next step will be to share the eAtlas with the local arms of MARE (DRDRs/SDDRs); the PAPA project will then assist DAPSA in setting up a



coordination unit for the system, including training users on data management to keep the system up-to-date. The eAtlas, as well as other knowledge sharing tools that are developed in different programs and projects within MARE, will be a significant part of the knowledge management and M&E system of the Ministry. They will be linked to MARE's website.

**Train relevant staff on management of the website.** The coordination unit of PAPA (the principal analyst, the project assistant and the intern working on information system) have received training to manage both MARE's and PAPA's websites. As a result of this training, the PAPA website is operational and regularly updated. The staff in charge of the eAtlas will also be trained before the official transfer of the new tool to MARE.

### Establish and manage and web-based M&E system

**Develop and launch interactive web-based M&E system.** Following the assessment of the existing knowledge management and M&E system of MARE, an implementation plan was developed, including the elaboration of a manual of procedures in M&E, the training of the relevant staff on M&E, the quantities and types of computer equipment to purchase, and the setup of a web based M&E system. The implementation of this plan is ongoing, and a consultant to work on the manual has already been identified.

**Train relevant staff on operating the M&E system.** Training will be initiated once the web based knowledge management and M&E system is operational.

### Mobilize local research to guide emerging agricultural policy agenda

PAPA has convened several meetings since January with members of the analysis network and other partners, including the prospective members of the dialogue platform. For the reporting quarter, the following meetings/workshops were held.

- Four workshops on the elaboration of a coordinated methodology for the field research : June 15-16 ; July 11 ; July 18 and August 8-12, 2016.
- A workshop to finalize the field questionnaires : August 24-26, 2016
- A workshop to define the sampling frame for the field surveys : September 5-7.

The outcomes of these different network activities are summarized below.

- 1) The format and content of the questionnaires to be used in the field surveys have been harmonized. Initial inputs were received from BAME, DAPSA, CRES, IFPRI, and MSU. A small group of network members that convened at the different workshops successfully cast all the research material into a unified presentation, adding value to the initial inputs. A significant survey tool has thus been

developed for PAPA, and this tool is a good instrument for collection of the data needed for evidence based policy.

- 2) The sampling frame for carrying out all field studies was developed. As a reminder, the field research covers three cereal value chains (millet & sorghum, rice, and maize), horticulture (banana, mangoes, tomatoes, onions), two input value chains (fertilizer and seed), mechanization and farm equipment, two horizontal thematic areas (water management and agricultural insurance) and consumer preferences and choices (consumption). The sampling frame covers total sample size, study regions/zones, sample size per zone, and sample base. For cases where there is no sample base, a rapid census of households will provide a tally of households with relevant characteristics from which the sample can be drawn.
- 3) The literature review undertaken during the foregoing quarters has produced documents that were shared and validated during the current reporting quarter. The reviews covered the following areas: (i) the key policies and strategies required for a successful implementation of PRACAS; (ii) Assessing the effectiveness of modern fertilizer and mechanization subsectors policies; (iii) the analysis of production, processing, marketing, exports in the horticulture subsector; (iv) trends and outlook in export markets in the horticulture subsector. These early products of the literature review will be used as inputs to produce policy and/or information notes during the next quarter.

## Component 6: Project coordination and management

As requested in the PAPA annual work plan, regular meetings have been organized with institutions involved in other programs and projects in the area of analysis and M&E of agricultural policies in Senegal. These meetings focused on presenting the activities that are planned by each of the involved institutions. As PAPA, by design, is a project that covers all aspects of policy making in agriculture, it was the first project to share its activities with the other projects. The dialog was helpful in finding the types of synergy with each institution in order to (1) establish a permanent dialogue platform and (2) to strengthen capacities of MARE in the area of analysis and M&E of agricultural policies.

Instead of quarterly meetings as planned in PAPA annual work plan, the policy group including projects and programs funded by USAID (PAPA, ERA, Naatal Mbay, Yaajeende), organizes monthly meetings in order to share information on members' activities and preliminary results. During the current reporting quarter, Naatal Mbay shared with the other projects its data bases on millet, rice and maize value chains.

On September 28, 2016, PAPA held a workshop to discuss different tools used in agricultural policy analysis by different projects currently operating in Senegal. Participating projects were from MARE and the Ministry of Livestock and animal products (MEPA). The platform on policy dialog was also represented at this workshop. At the conclusion of this meeting, a roadmap was drawn on how to strengthen dialog among various stakeholders involved in agricultural policy analysis and to access novel

methodologies useful in analyzing different policy areas: input subsidy, rice value chain, various issues related to climate change, communal projects, nutrition, and training and agricultural research.

## An overview of the first year (FY2016)

### Summary of Project structure:

The goal of PAPA is to strengthen Senegal's policy and enabling environment for increased public and private agriculture sector investment through an effective and sustainable system for formulating, implementing, and monitoring agriculture sector policies. To achieve this goal, four specific objectives have been assigned to PAPA:

- (i) Enhance national capacity for policy research, analysis, and policy communication
- (ii) Foster political buy-in, stakeholder involvement, and ownership of agricultural policies and processes;
- (iii) Promote evidence-based agricultural policy formulation, implementation, and monitoring and evaluation (M&E);
- (iv) Facilitate effective and sustainable agricultural policy implementation.

To operationalize the project, the following six components have been defined, with the main activities underlined.

**1. Component 1: Enhancing national capacity for policy research, analysis, and policy communication. This component carries the activities below:**

- Facilitate the development of a local network of centers of expertise
- Provide training and capacity strengthening support to MARE and other local institutions

**2. Component 2: Promoting inclusive agricultural policy and program dialogue and review processes. This component entails two main activities:**

- Facilitate establishment and operation of a sustainable multi-stakeholder platform for information sharing and policy dialogue
- Assist MARE to establish and undertake an agriculture Joint Sector Review (JSR)

**3. Component 3: Promoting evidence-based agricultural policy formulation, implementation, and M&E. This component has two major sub-components, with a total of seven main activities.**

- ❖ Sub-component 3.1: Create an interactive decentralized information technology (IT) knowledge management platform and M&E system, with three activities:
  - Conduct an Inventory of knowledge management and M&E systems
  - Facilitate the Set up and operation of an interactive IT based knowledge management system
  - Establish and manage and web-based M&E system

- ❖ Sub-component 3.2: Mobilize local research to guide emerging agricultural policy agenda, with four activities assigned:
  - Assess alternative agricultural policy and strategy options
  - Assess cereal sector competitiveness and analyze private sector investments
  - Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies and analyze private sector investments in input sector
  - Analysis of transformation of the horticultural sector
- 4. Component 4: Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE, with three activities assigned:**
  - Carry out diagnosis of MARE policy planning and implementation processes and procedures
  - Develop an action plan to improve MARE’s planning and implementation processes and procedures
  - Implement action plan to improve MARE’s planning and implementation processes and procedures
- 5. Component 5: Developing and launching communications strategy and advocacy plan, with two main activities:**
  - Diagnostic of MARE's communication and advocacy strategies
  - Develop and launch communications strategy and advocacy plan
- 6. Component 6: Project management, which has three activities:**
  - Project Administration
  - Project Coordination
  - Operationalizing Monitoring Evaluation Plan
  - Reporting to USAID/Senegal

## Summary of key achievements in FY16: Activity tracking

The main outputs are summarized under each of the six components of the project. The Table in the appendix tracks all activities scheduled to be implemented during FY16.

### **Component 1: The following was achieved.**

#### **1-1: A local network of analysis has been set up and is operational**

- 16 local centers working on agricultural policy, including universities, research centers, producer organizations, CSO, the private sector were first identified
- From the initial list, the network of analysis was formed with the following as members : CRES, ISRA/BAME, IPAR, DAPSA, UGB, FASEG, ANSD, DPEE and ASPRODEB

#### **1-2: Training was provided to a total of 45 people<sup>1</sup> members of the analysis network, of which 11 were women. Training areas included:**

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<sup>1</sup> When summing up all trainees for all clinics, the cumulated number is 82 individuals, including 27 women. The figure given counts every person only once.

- Two methodology sessions dealing with value chain analysis;
- A workshop on public expenditure analysis
- A workshop on Modelling and Evaluation of CAADP Policies and Policy Processes
- A seminar on agricultural policy modeling for West Africa

1-3: For the DRDR and SDDR, three training needs in the areas of M&E and agricultural statistics have been identified, although not yet implemented.

**Component 2: The following was achieved.**

2-1: The establishment of a flexible dialog platform based on GDPS, an already formally instituted platform has been proposed, with members including CSOs, POs, the private sector, Government structures, financial institutions, members of parliament, women organizations, and the media. The platform will be facilitated by a light secretariat to be housed by CNCR.

**Component 3: The following was achieved.**

**3-1: At the central level, a synthesis of recent studies on M&E systems has been realized, and a proposition for the setup of a web based M&E system for MARE has been elaborated.**

**3-2: At the decentralized level, an assessment of the M&E systems in each of the 14 DRDR and 45 SDR has been completed with the following outputs:**

- State of technical staff and staff type for M&E, average age to retirement of staff
- State of access to computer equipment and connectivity
- Existing synergies between local projects, programs and the SDDR/DRDR
- Recommendation for an improvement of the M&E system at the local level

**3-3: An action plan to improve M&E within MARE was defined, with the following steps:**

- Elaborate a manual of procedures in the area of M&E for MARE,
- Equip SDDRs and DRDRs with computers and internet access systems;
- Provide training on data management issues, results based management and other M&E aspects , to SDDR and DRDR personnel;
- Create a computerized knowledge management and M&E system for MARE.

**3-4: To support knowledge management, a website has been developed for the PAPA (<http://www.papa.gouv.sn>).** This website will house all relevant information related to the implementation of the project. PAPA has also assisted MARE to operationalize its own website as a gateway to sharing information.

**3-5: Activities of the Analysis Network have been defined and planned, with three major achievements to date:**

***3-5-1: Research teams were set up and the research agenda has been shared among the different teams as follows:***

- Developing policy plan for identifying key policies and strategies required for a successful implementation of PRACAS, with DAPSA as the leader;
- Analyzing the competitiveness of the rice subsector and analysis of production, distribution and adoption in the seed sub-sector, with MSU/IFPRI as leader;
- Assessing the effectiveness of modern fertilizer and mechanization subsectors policies, with CRES as the leader;
- Analyzing private sector investments in the fruits and vegetables subsectors, with ISRA/BAME as the leader.

**3-5-2: Literature review has been conducted and shared within the Network extended to Producers organizations and civil society. The following areas were covered in the review:**

- Alternative policy options in the area of water management, agricultural insurance, and input subsidies
- Review of competitiveness issues of the cereal sector (rice, millet, sorghum, maize) and analysis of private investment
- Assessing the effectiveness and efficiency of seeds, modern fertilizer and mechanization subsector policies
- Analysis of private investment in the fertilizer and seeds sub-sectors
- Analysis of the change in the horticulture subsector (green bean, cherry tomatoes, tomatoes, potatoes, onions, melons, banana, and mango).

**3-5-3: The methodology for research was developed, field questionnaires and sampling frameworks were designed. The actual field surveys are expected to start by end of November, 2016.**

## Analysis of FY16 performance

The main achievements for fiscal year 2016 may be summarized in the following, with an attempt to also identify strengths and weaknesses. Table \*1 is a summary of key process indicators for year 1.

**The setup of a policy analysis network.** The analysis network is one of the central components of the PAPA project serving the needs of MARE and other Government agencies. Its successful setup is one of the key steps of the whole process of enabling agricultural policy making in Senegal. The analysis network will indeed be responsible for supplying adequate technical tools and knowledge in the field of formulation, implementation, and monitoring and evaluation of agricultural policies and is one of the pieces needed for a sustainable process.

**Strengthening capacity of 45 people, including 11 women, through training in value chain analysis and economic policy modeling.** Participants in the clinics came from government (public research institutions, ministerial directorates, policy making people), and from civil society (international research organization, private research institutes). Together, the five clinics are thought to have contributed to the capacity strengthening of junior researchers from ISRA/BAME, FASEG/UCAD, IFPRI and cabinet members from MARE and DAPSA. More training clinics are expected all over the life cycle of the project.

**Establishing an inclusive multi-stakeholder dialogue platform.** The process of establishing the dialog platform took stock of past experiences and is expected to produce a more operational platform. As many platform experiences have failed to be effective in Senegal, PAPA is trying to avoid the same mistakes that made past platform a wish rather than a reality.

**Assessing MARE’S M&E capacity.** Assessment was based on the results of recent reviews of M&E capacity of MARE. The first and most recent diagnostic study was realized in June 2015 as a step towards the implementation of the SAKSS in the (broad) agricultural sector. The second diagnosis (February 2015) was an assessment of the information system of the MAER (SIMAER). The third, more distant diagnosis was conducted in February 2013 and concerned all components of the SAKSS node in Senegal. The synthesis made by the PAPA team sheds light on key M&E capacity parameters, including: (a) the staff number, type and age to retirement, (b) access to computers and the internet, (c) the types of data regularly collected by the DRDRs and SDR and (d) the synergies between projects operating at the DRDR/SDR level.

**Mobilizing local research** was achieved through the structures members of the analysis network. To conduct the needed field research, network members self-organized into teams working around clusters of research areas : (i) cereals (maize, millet, sorghum, rice) value chains ; (ii) horticulture products value chains (onion, potatoes, green beans, tomatoes, banana, melon, and mangoes) ; (iii) inputs value chains (fertilizers, seeds, agricultural equipment); (iv) thematic areas (water management, agricultural subsidies, agricultural insurance). Achievements to date include a thorough literature review around the different research topics, and a detailed questionnaire targeting field surveys that will be administered at the beginning of next fiscal year. The intensive process of frequently convening meetings of network members to work together is an effective way of building team spirit by making individual researchers appreciate each other more.

Table 1. Key performance indicators for FY16 with targets for FY17 and FY18

Indicator / Disaggregation	Deviation Narrative (needed if indicator actual has +-10% deviation from target.)	2016		2017	2018
		Target	Actual	Target	Target
<b>(4.5.1-24) Number of agricultural and nutritional enabling environment policies analyzed, consulted on, drafted or revised, approved and implemented with USG assistance (RAA)(disaggregation by: Policy Area, Process/Step )</b>	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	7	1	6	6
Policy Area:					
Institutional architecture for improved policy formulation	An analysis network was established during year 1, with the aim to improve policy analysis and formulation.	1	1	0	0

Enabling environment for private sector investment	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
Agricultural trade policy	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
Agricultural input policy (e.g. seed, fertilizer)	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
Land and natural resources tenure, rights, and policy	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
Resilience and Agricultural risk management policy	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
Nutrition (e.g. fortification, food safety)		0	0	0	0
Other ( Assessing consumer preferences for processed cereal products)	The surveys needed to generate the data for the initial analysis are expected be completed during the early quarters of the 2017 fiscal year.	1	0	1	1
<b>Process/Step</b>					
1. Analysis	The seven policy areas identified above are at the stage of initial analysis (definition of research questions through a thorough literature review, the completion of questionnaire design and sampling issues, with completion expected early 2017).	6	0	1	0
2. Stakeholder consultation/public debate		0	0	1	0
3. Drafting or revision		0	0	4	0
4. Approval (legislative)		0	0	0	0
5. Full and effective implementation		1	1	0	6
<b>4.5.2(7): Number of individuals who have received USG supported short-term agricultural sector productivity or food security training</b>	The total number of beneficiaries is 82, but with frequent repeats of the same people coming from the same institutions.	100	45	200	300



Type of individual					
Producers			0		
People in government	Public research institutions, ministerial directorates, policy makers		39		
Male			29		
Female			10		
People in private sector firms			0		
People in civil society	International research organizations, private research institutes		6		
Male			5		
Female			1		
Disaggregates Not Available					
<b>Sex</b>					
Male			34		
Female			11		
Disaggregates Not Available					

**Successes.** The key achievements described above are attributable two factors: (i) the inclusive approach used in project implementation, whereby technical partners and the project unit consult regularly; (ii) ownership of the project by MARE top decision makers, and their support to the project. The performance recorded above paves the way toward achieving the project specific objective, which is the establishment of an effective system for the formulation, implementation and monitoring and evaluation of agricultural policies. The pillars for such a system are the local network of analysis with the role to generate the evidence needed, the inclusive dialog platform with the role of validating results and options derived from the network's activities, and the system of M&E.

**Challenges.** Major challenges are: (i) Africa Lead is still lagging in terms of implementing the components of the project under their lead; (ii) Logistic issues between technical partners and the coordination unit at times (due to project setup) do not facilitate timely implementation of some tasks; (iii) In setting up the local analysis network tradeoffs between institutional representativeness and individual research experience were faced; the institutional approach was favored because of long run sustainability issues.

**Lessons learned.** (i) A joint planning of activities with all stakeholders involved in the project ensures that activities are carried out in a smooth fashion; (ii) regular interaction between the project core team and participating partners as well as MARE decision makers has been effective in helping the coordination unit to achieve good implementation rates.

**Expected FY2017 Activities.** Perspectives for FY2017 include : Under Component 1- disseminate results achieved by the analysis network and pursue capacity strengthening of network members through training; under Component 2 –to facilitate the working of the dialogue platform and support the JSR process ; under Component 3 – facilitate the working of the interactive M&E system.

## Conclusions and plans for the next quarter and FY17

The rate of implementation of the project during FY16 was satisfactory, as almost all activities have been carried out, although implementation was typically shifted five months later than planned because of the late effective start of the project (effective start date was December 2015 instead of July 2015). The exception to this assessment is the set of activities under the leadership of AfricaLead. These activities fall under Project components 4 and 5.

The next reporting quarter, which will also be the first quarter of FY2017, will typically address issues supposed to be resolved during FY16 but that failed to be, as well the normally planned activities. These activities are all included in the FY17 annual work plan in the Appendix.

Appendix 1 Table: Activity tracking FY16

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
<b>COMPONENT 1: ENHANCING NATIONAL CAPACITY TO UNDERTAKE POLICY RESEARCH, ANALYSIS AND POLICY COMMUNICATION</b>										
	<b>Activity 1.1</b>	<b>Facilitate the development of a local network of centers of expertise</b>								
	<b>Sub-Activity 1.1.1</b>	<b>Facilitate the creation and operation of a local analysis network</b>								
	<b>Task 1.1.1.1</b>	Undertake an inventory of existing expertise and identify the core members of the analytical network	Inventory report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	X	X			Identification of 16 local centers of expertise including universities, research centers, farmers organizations, civil societies and private sector. This process was based on an initial inventory of existing expertise in the field of agricultural policy analysis in Senegal.
	<b>Task1.1.1.2</b>	Establish the analytical network	Local centers of expertise are actively participating in the analytical network	PAPA/MARE	DAPSA, ReSAKSS		X			Establishment of the analytical network including the following local centers of expertise: CRES, ISRA/BAME, IPAR, DAPSA, UGB, FASEG, ANSD, DPEE, ASPRODEB during a workshop that has been organized on December 8, 2015.
	<b>Task1.1.1.3</b>	Define coordination and governance structures and operational modalities	Ministerial Decree (Arrêté) establishing analytical network issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS		X	X		Definition, Adoption of coordination and governance mechanisms and operational modalities of analytical network were established. Instead of issuing a Ministerial decree establishing the analytical network, an official note is expected from MARE.
	<b>Sub-Activity 1.1.2</b>	<b>Facilitate linking of data and knowledge demand with supply</b>								
	<b>Task 1.1.2.1</b>	Develop and disseminate detailed procedures for outsourcing work for MARE to the research network	Adequate procedures are disseminated to members of research network and relevant parties	PAPA/MARE	IFPRI	NC	X			The work plan of Analytical network was adopted by members during the launch workshop.
	<b>Task 1.1.2.2</b>	Develop and validate concept note defining fora and communications tools for the discussion and dissemination of outputs from the research network	i) Operational fora and regular meetings to discuss analytical work from the network; ii) Analytical products are disseminated using a diverse portfolio of media and communications outlets	PAPA/MARE	IFPRI, MSU, Research Network	NC	X	X		A conceptual note defining communication tools and methods to disseminate network results was established. According to audience, these tools include policy notes, scientific articles, brochure, audio and videos recording...and other Information technology used by MARE (website,...).Operational conceptual note is in process and regular meetings are organized to discuss about outcomes of analytical network, outsourcing results from network, and design of communication tools.

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 1.1.2.3</b>	Develop and adopt processes and mechanism within MARE to disseminate, access, and use analytical products from the research network	Adoption of processes and mechanism	MARE	IFPRI, Africa Lead	NC		X	X	X	The Operational conceptual note is going to be used to outsource network results through: -papa website (www.papa.gouv.sn) which contains actuality about analytical network activities, workshop reports, photos and videos of events organized by papa. -Communication tools such as brochure, audio and videos recording -Sharing Workshops with collaborators and partners.
<b>Activity 1.2</b>		<b>Provide training and capacity strengthening support to MARE and other local institutions</b>									
	Task 1.2.1	Conduct an assessment of institutional and technical capacity building needs	Validated concept note identifying target beneficiaries and capacity gaps to be covered by training	PAPA/MARE	IFPRI, Africa Lead			X			Identification of 14 themes of training areas which will be updated regularly. An assessment of training needs of staff of directions and local services of MARE (DRDR, SDDR) has pointed out the following fields: -Management based on results (GAR), Monitoring and Evaluation (S&E) -Methods of data collection -Methods of data analysis Identification of trainees among staff of directions and local services of MARE and establishment of training program were settled.
	Task 1.2.2	Develop and Implement a training program	Training program is operational	PAPA/MARE	IFPRI, MSU, Africa Lead			X	X	X	Strengthening of capacities of 82 participants (including 27 women) coming from ISRA/BAME, FASEG, DAPSA, IFPRI and MARE through organizing: - 1 seminar on Value chains analysis at ISRA/BAME by Pr Thomas Reardon (MSU) on 01/31/2016(21 participants including 9 women) ; - 1 seminar on Methodology issues in value chain analysis at ISRA/BAME, by Pr Kimseyinga Savadogo (IFPRI) on 02/10/2016 (20 participants including 7 women) - 1 seminar on Analysis of Public Agricultural Expenditure at IFPRI-Dakar by Dr Samuel Benin (IFPRI) on 04/ 19-20/2016 (9 participants including 3 women) ; - 1 seminar on Modelling and assessing agricultural policies at MARE, by Pr Christian Henning (CAU) and Johannes Hedtrich (CAU) on 05/4-5/2016 (8 participants including 2 women); - 1 seminar on modelling agricultural policies in west Africa at ISRA/BAME, by Cochrane Nancy(USDA), Jim Hansen (USDA), Getachew Nigatu

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
										(USDA) on 06/27/2016 (24 participants including 6 women).

**COMPONENT 2: PROMOTING INCLUSIVE AGRICULTURAL POLICY AND PROGRAM DIALOGUE AND REVIEW PROCESSES**

	<b>Activity 2.1</b>	<b>Facilitate establishment and operation of a sustainable multi-stakeholder platform for information sharing and policy dialogue</b>									
	<b>Sub-activity 2.1.1</b>	<b>Work with MARE and other stakeholders to produce terms of reference (TOR) for an inclusive multi-stakeholder dialogue platform</b>									
	<b>Task 2.1.1.1</b>	Conduct diagnostic of existing platforms within and outside Senegal	Diagnostic report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	X	X				A review of dialogue platforms has been done through: (1) interviews with individuals involved in establishment of dialogue platforms for agricultural policies; (2) information gathering about key actors (MAER, CNCR, AFAO, IPAR, DA, ISRA/BAME) using interview guides; (3) exploitation of gathered information. In overall, 16 platforms were identified and analysis of gathered information led to -a better understanding of previous initiatives focusing on establishment of dialogue platforms for agricultural policies (types of platforms, objectives, functionalities, contribution to elaboration of policies, strengths and weakness) -a proposal about establishing an operational dialogue platform.

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 2.1.1.2</b>	Develop and adopt detailed TOR showing purpose, membership, mode of operation, governance structure for multi-stakeholder platform	TOR adopted by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS			X			Following of review of previous initiatives focusing on establishing of dialogue platform for agricultural policies, proposals about objectives, members, operational modalities and mechanisms of governance of multi-actors platform, were submitted. These suggestions were shared during a meeting on establishing the dialogue platform
	<b>Sub-activity 2.1.2</b>	<b>Work with MARE to facilitate the establishment and operation of an inclusive multi-stakeholder dialogue platform and technical working sub-groups</b>									
	<b>Task 2.1.2.1</b>	Establish dialogue platform including working groups	Dialogue platform is established and operational	PAPA/MARE	DAPSA, ReSAKSS, Africa Lead			X			A first meeting on the creation of dialogue platform was organized on March 22, 2016 with participants including government services (DAPSA), farmers organization (CNCR), civil societies (CONGAD, GDPS), analytical network (BAME,UGB,IPAR), and technical and financial partners (IFPRI, AfricaLead, MSU and USAID)
	<b>Task 2.1.2.2</b>	Establish a small secretariat to coordinate work of the platform	Secretariat has personnel assigned and is operational	MARE	DAPSA, ReSAKSS, Africa Lead			X			The establishment of a light secretariat was adopted by participants during the launch of dialogue platform. In the meantime, the coordination of PAPA will manage the secretariat of platform until its members get into play
	<b>Task 2.1.2.3</b>	Establish operational modalities to guide the activities of the platform	Ministerial Decree (Arrêté) establishing platform is issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS, Africa Lead			X			The following proposals were submitted during the launch of dialogue platform: -A flexible platform dialogue which can bring together existing platforms. -More attention has to be paid to existing platforms namely 'Le Groupe de Dialogue Politique et Social (GDPS)' which was put in place when implementing Senegal's National Agricultural Investment Plan within CAADP framework. -Members of platform: Civil societies, farmers' organization, private sector, government services, financial institutions, Women associations, press. Objectives of Platform: -Support the review and dialogue for establishment of policies, programs and agreements (PRACAS, PNIA, LOASP, etc....) -Advocate to policy makers in view of acknowledging of policy options and strategies validated by platform -Deserve as information-sharing space for ongoing and future policies in agricultural sector Methods of operation -Establishment of a light secretariat -organization of an annual meeting on planning -organization of quarterly meetings on monitoring

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Sub-activity 2.1.3</b>	<b>Assist MARE to establish and undertake an agriculture Joint Sector Review (JSR)</b>									
	<b>Task 2.1.3.1</b>	Work with MARE to produce TORs and design an improved JSR process	Ministerial Decree (Arrêté) establishing JSR and confirming the coordination and governance mechanisms and operational modalities for the JSR is issued	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA	NC		X	X		PAPA and AFRICLEAD have attended meetings with DAPSA, which is the key actor in JSR process, in order establish TOR and actions plan facilitating the implementation of JSR process
	<b>Task 2.1.3.2</b>	Work with MARE to facilitate the establishment and implementation and follow up on JSR	At least one meeting of the JSR is held, with clear action and follow up modalities	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA	NC			X	X	PAPA has supported DAPSA in organizing a retreat for drafting of JSR final report. This retreat has gathered representatives of MARE, Ministries of livestock, fisheries, and environment, financial and technical partners, civil societies, private sector and farmers' organization. Final results of JSR including all observations formulated during dialogue stages with partners (PTF, OSC and Private sector) were shared on September 26, 2016.

<b>COMPONENT 3: PROMOTING EVIDENCE-BASED AGRICULTURAL POLICY FORMULATION, IMPLEMENTATION, AND M&amp;E</b>											
	<b>Activity 3.1</b>	<b>Creating an interactive decentralized information technology (IT) knowledge management platform and M&amp;E system</b>									
	<b>Sub-activity 3.1.1</b>	<b>Conduct an Inventory of knowledge management and M&amp;E systems</b>									
	<b>Task 3.1.1.1</b>	<b>Develop and adopt detailed TOR for the inventory work</b>	TOR validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC	X				In collaboration with IFPRI and DAPSA, PAPA has established TORs for an inventory of M&E and knowledge management systems within MARE. Objectives of TORs are: - Assess human capacities in M&E (number, profile, capacity to collect, store and analyze data, reporting) - Assess material capacities in M&E (Number of computers, quality of internet network, software) - Assess Relationship between projects and programs and DRDR/SDDR - Formulation of recommendations enhancing M&E system of MARE

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 3.1.1.2</b>	Conduct inventory of existing IT knowledge management platform and M&E system supporting MARE	Inventory report validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI			X	X		A synthesis of recent studies focusing on Knowledge management and M&E systems within MARE has been done. A complementary diagnosis of Knowledge management and M&E systems of 14 DRDR and 45 SDDR has been done and gathered information pointed out following points:-Number and technical capacities in M&E of human resource-State of IT equipment and access to internet-Type of gathered data-Collaboration between projects, programs and SDDR/DRDR-Formulation of recommendations enhancing M&E system of MARE.
	<b>Task 3.1.1.3</b>	Design plan and timeline for establishing/improving IT platform and M&E system	Plan and timeline validated by key stakeholders and ready for implementation	PAPA/MARE	ReSAKSS, DAPSA, IFPRI				X		An action plan has been established following previous studies realized during the establishment of SAKSS. Discussions with DAPSA, and 'Bureau de Formation Professionnelle et Agricole (BFA)' and results of complementary diagnosis of M&E systems of SDDR/DRDR, led to following actions: -Establish a tutorial of M&E for MARE -Strengthen capacities of DRDR/SDDR in term of IT equipment and internet connection -Train SDDR/DRDR following identified themes -Create a computerized system of Knowledge management and M&E within MARE
	<b>Sub-activity 3.1.2</b>	<b>Facilitate the Set up and operation of an interactive IT based knowledge management system</b>									
	<b>Task 3.1.2.1</b>	Develop and launch interactive website to support knowledge management	Website is operational, accessed and used by stakeholder groups	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	PAPA website has been established and it is operational ( <a href="http://www.papa.gouv.sn/">http://www.papa.gouv.sn/</a> ) and PAPA has supported the development of MARE website ( <a href="http://www.maer.gouv.sn">www.maer.gouv.sn</a> ). In collaboration with IFPRI, a system of information on Senegalese agriculture (e-Atlas) including climatic data and statistics of agricultural sector has been established. PAPA will coordinate activities focusing on updating data and training of users. Initiatives in other directions and services of MARE (DAPSA, projects and programs) will be elements of knowledge management system and M&E.
	<b>Task 3.1.2.2</b>	Train relevant staff on management of the website	Website is managed by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	The coordination of PAPA including Senior Analyst, Project assistant and IT intern, has been trained in managing PAPA and MARE websites.
	<b>Sub-activity 3.1.3</b>	<b>Establish and manage and web-based M&amp;E system</b>									



Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
Task 3.1.3.1	Develop and launch interactive web-based M&E system	M&E system is accessed and used by MARE and its departments, other government entities and key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	Following the diagnosis of knowledge management system and M&E of MARE, an actions plan including establishment of M&E manual, the training of personal in charge of M&E, the purchase of IT equipment, conception of a computerized system of M&E system, has been updated. This process started with recruiting of a consultant in charge of elaborating a harmonized M&E manual
Task 3.1.3.2	Train relevant staff on operating the M&E system	M&E system operated by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	NC			X	X	It will be Completed following the creation and the launch of a computerized knowledge management system and M&E.
<b>Activity 3.2</b>		<b>Mobilize local research to guide emerging agricultural policy agenda</b>								
<b>Sub-activity 3.2.1</b>		<b>Assess alternative agricultural policy and strategy options</b>								
Task 3.2.1.1	Develop policy plan for identifying key policies and strategies required for a successful implementation of PRACAS	Validation of policy plan by key stakeholder groups	Research Network	PAPA/MARE, IFPRI			X	X		Following options were submitted for analysis: (i) Agricultural subsidizes, (ii) water control, agricultural insurance. Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
Task 3.2.1.2	Carry out cost benefit analysis of alternative options for the above policies and strategies	Report on alternative policy and strategy options validated	Research Network	PAPA/MARE, IFPRI				X	X	Cost-benefice Analysis of options will be Completed after data collection.
<b>Sub-activity 3.2.2</b>		<b>Assess cereal sector competitiveness and analyze private sector investments</b>								
Task 3.2.2.1a	Conduct survey and analysis of the production, processing, and marketing of rice, millet, and sorghum subsectors	i) Survey databases, ii) Report on operations and performance of rice, millet, and sorghum value chains	IFPRI, MSU	Research Network, MARE/PAPA	NC		X	X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
Task 3.2.2.1b	Conduct survey and analysis of the production, processing, and marketing of maize subsector	i) Survey databases, ii) Report on operations of maize value chain	Research Network	PAPA/MARE			X	X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 3.2.2.2a</b>	Analyze the competitiveness of the rice subsector	Report on competitiveness of rice in domestic market	IFPRI, MSU	Research Network, PAPA/MARE				X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.2.2b</b>	Analyze the competitiveness of the maize subsector	Report on competitiveness of maize in domestic market	Research Network	PAPA/MARE				X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Sub-activity 3.2.3</b>	<b>Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies and analyze private sector investments in input sector</b>									
	<b>Task 3.2.3.1a</b>	Survey and analysis of production, distribution, and adoption level in seed subsector	i) survey database; ii) report on the operation and performance of seed systems	MSU	Research Network, PAPA/MARE	NC		X	X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.3.1b</b>	Survey and analysis of fertilizer and mechanization subsectors	i) survey database on procurement, distribution, and adoption of fertilizer and mechanization; ii) report on the operation and performance of fertilizer and mechanization sectors	Research Network	PAPA/MARE MSU				X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.3.2 a</b>	Analysis of private sector investment in seed subsector	Report on private sector investment in the seed subsector	MSU	Research Network, PAPA/MARE	NC			X	X	
	<b>Task 3.2.3.2 b</b>	Analysis of private sector investment in modern fertilizer and mechanization sectors	Report on private sector investment in the fertilizer and mechanization subsectors	Research Network	PAPA/MARE, MSU				X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.3.3a</b>	Assessing the effectiveness of seed sectors policies	Report on the effectiveness of policies in the seed subsector validated	MSU	Research Network, MARE/PAPA				X	X	

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 3.2.3.3b</b>	Assessing the effectiveness of modern fertilizer and mechanization subsectors policies	Report on the effectiveness of policies in the fertilizer and mechanization sectors validated	Research Network	MARE/PAPA, MSU				X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Sub-activity 3.2.4</b>	<b>Analysis of transformation of the horticultural sector</b>									
	<b>Task 3.2.4.1</b>	Survey and analysis of production, processing, marketing, exports in the horticulture subsector	ii) Survey database; and ii) Report on the operations and performance of key segments of the horticulture value chains	Research Network	PAPA/MARE				X		Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.4.2</b>	Analyze private sector investments in the fruits and vegetables subsectors	Report on private sector investment in the different segments of the horticulture value chain	Research Network	PAPA/MARE	NC			X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.4.3</b>	Evaluate trends and outlook in export markets	Report on future trends in global exports of fruits and vegetables and implications for the Senegalese sector	Research Network	PAPA/MARE	NC			X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.
	<b>Task 3.2.4.4</b>	Evaluate options for scale up and replicability in other subsectors	Report on key drivers of success in the horticulture sector and options for scaling up & replicating success in other subsectors	Research Network	PAPA/MARE	NC			X	X	Documents on literature review are available. Research protocol and data collection tools including sampling method were finalized. The survey will start at beginning of fiscal year 2017.

<b>Component 4: Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE</b>										
	<b>Activity 4.1</b>	<b>Carry out diagnosis of MARE policy planning and implementation processes and procedures</b>								

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
Task 4.1.1	Review and update institutional architecture of structures for formulation, implementation, and monitoring of agriculture and food security policies	Inventory of policies, of institutions responsible for policy implementation, of mechanisms for interministerial coordination, and of private sector, civil society organizations, think tanks, and research institutes that influence policy	Africa Lead	MARE	NC	X				This activity is under Africalead's leadership and it suffered a delay due to contractual issues
Task 4.1.2	Evaluation of capacities of the mapped institutional and organizational architecture and identification of organizational capacity strengthening needs	Evaluation report on MARE with capacity strengthening strategies	Africa Lead	MARE	NC	X	X			This activity is under Africalead's leadership and it suffered a delay due to contractual issues
<b>Activity 4.2</b>		<b>Develop an action plan to improve MARE's planning and implementation processes and procedures</b>								
Task 4.2.1	Development of an action plan for strengthening MARE's planning department	Capacity strengthening strategy	Africa Lead	MARE	NC		X	X		This activity is under Africalead's leadership and it suffered a delay due to contractual issues
<b>Activity 4.3</b>		<b>Implement action plan to improve MARE's planning and implementation processes and procedures</b>								
Task 4.3.1	Team building and strategic visioning exercise	Workshop design / participant's manual	Africa Lead	MARE	NC		X			This activity is under Africalead's leadership and it suffered a delay due to contractual issues
Task 4.3.2	Leadership and change management training	Workshop design / participant's manual	Africa Lead	MARE	NC			X		idem

<b>Component 5: Develop and Launch Communications Strategy</b>										
<b>Activity 5.1</b>		<b>Diagnostic of MARE's communication and advocacy strategies</b>								

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Task 5.1.1</b>	Conduct inventory of existing internal and external communication strategies	Inventory of Communication strategies used by MARE / List of communication strategies used by MARE	Africa Lead	MARE, IFPRI	NC		X			This activity is under Africalead's leadership and it suffered a delay due to contractual issues
	<b>Task 5.1.2</b>	Evaluate MARE's capacity to develop and implement internal and external communication strategies	Report evaluating MARE's capacities in the area of communications	Africa Lead	MARE, IFPRI	NC		X			This activity is under Africalead's leadership and it suffered a delay due to contractual issues
	<b>Task 5.1.3</b>	Evaluate MARE's capacity to develop and implement an advocacy strategy	Report evaluating MARE's capacities in the area of advocacy	Africa Lead	MARE, IFPRI	NC		X			This activity is under Africalead's leadership and it suffered a delay due to contractual issues
<b>Activity 5.2</b>		<b>Develop and launch communications strategy and advocacy plan</b>									
	<b>Task 5.2.1</b>	Develop a communications strategy and train key responsible personnel	Communications strategy / training module	Africa Lead	MARE, IFPRI	NC			X		This activity is under Africalead's leadership and it suffered a delay due to contractual issues
	<b>Task 5.2.2</b>	Develop an advocacy plan and train staff working on advocacy	Advocacy and training plan	Africa Lead	MARE, IFPRI	NC			X		This activity is under Africalead's leadership and it suffered a delay due to contractual issues
	<b>Task 5.2.3</b>	Train staff on communications	Training plan/manuals	Africa Lead	MARE, IFPRI	NC				X	This activity is under Africalead's leadership and it suffered a delay due to contractual issues

<b>Component 6: Project Management</b>											
<b>Activity 6.1</b>		<b>Project Administration</b>									
	<b>Task 6.1.1</b>	Recruit IFPRI Chief of Party	NA	IFPRI	NA	X	X				Completed
	<b>Task 6.1.2</b>	Annual Work plan Development	NA	IFPRI/MSU	NA	X	X			X	Completed
	<b>Task 6.1.3</b>	Sub-contracting completed based on Work plan	NA	IFPRI/MSU	NA		X				IFPRI-MAER Protocol finalized
	<b>Task 6.1.4</b>	Open Data Requirement Met	NA	IFPRI/MSU	NA		X	X	X	X	

Code	Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations	
					Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016		
	<b>Activity 6.2</b>	<b>Project Coordination</b>									
	<b>Task 6.2.1</b>	Quarterly meetings with various stakeholders to ensure consistency and to avoid duplication of action	NA	IFPRI	NA		X	X	X	X	Regularly meetings with partners (IFPRI, AFRICALED, DAPSA and network members) are organized to ensure the coordination of activities.
	<b>Task 6.2.2</b>	Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events.	NA	IFPRI	NA		X	X	X	X	Meetings with policy group are organized on a monthly basis at USAID office (project Naatal Mbay). During this quarter, PAPA shared results of diagnosis of M&E systems of DRDR, SDDR and Naatal Mbay shared data on rice, millet and maize value chains.
	<b>Activity 6.3</b>	<b>Operationalize Monitoring Evaluation Plan</b>									
	<b>Task 6.3.1</b>	Develop MEP	NA	IFPRI/MSU	NA	X	X				In the process, it will be completed by results of study reference
	<b>Task 6.3.2</b>	Baseline survey to collect missing reference data for the base period for key project indicators	NA	IFPRI	NA		X				Not realized. The questionnaire was established in collaboration with ISRA/BAME, IPAR,MARE, AfricaLead and IFPRI
	<b>Task 6.3.3</b>	Collect indicator information for reporting purposes	NA	IFPRI/MSU	NA		X	X	X	X	Activity in a continued process
	<b>Activity 6.4</b>	<b>Reporting to USAID/Senegal</b>									
	<b>Task 6.4.1</b>	Financial progress reports	NA	MSU	IFPRI, PAPA/MARE		X	X	X	X	Completed

Code		Description	Milestones/Benchmarks	Leader	Collaborators	Period: Oct 2015 - Sept 2016					Observations
						Sep-15	Oct-Dec 2015	Jan-Mar 2016	April-June 2016	July-Sept 2016	
	<b>Task 6.4.2</b>	Program Performance Report (PPR)	NA	MSU	NA		X	X	X	X	Completed
	<b>Task 6.4.3</b>	Semi-annual and annual technical progress reports	NA	MSU	IFPRI, PAPA/MARE			X		X	Completed

Appendix 2: Year 2 Workplan as Submitted to USAID Senegal 10 October 2016

PROJET d'APPUI aux POLITIQUES AGRICOLES (PAPA)														
Code	Description	Milestones/ Benchmarks	Leader	Collaborato rs	Year 2 Oct2016-Sep2017				Year 3 Oct2017-Sep2018					
					Observations	Q 1	Q 2	Q 3	Q 4	Observatio ns	Q 1	Q 2	Q 3	Q 4
<b>COMPONENT 1: ENHANCING NATIONAL CAPACITY TO UNDERTAKE POLICY RESEARCH, ANALYSIS AND POLICY COMMUNICATION</b>														
<b>Activity 1.1</b>	<b>Facilitate the development of a local network of centers of expertise</b>													
<b>PAPA MEP Indicators</b>	<b>Output indicator 1: Network of local centers of expertise</b>													
	<b>Output indicator 2: Number of partnerships between local knowledge and data suppliers and consumers</b>													
	<b>Outcome indicator 8: Number of demonstrated uses by policy makers of findings and other outputs generated through USG support in policy, strategy, or program documents</b>													
<b>Sub-Activity 1.1.1</b>	<b>Facilitate the creation and operation of a local analysis network</b>													
<b>Task 1.1.1.1</b>	Undertake an inventory of existing expertise and identify the core members of the analytical network	Inventory report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	Implemented									
<b>Task1.1.1.2</b>	Establish the analytical network	Local centers of expertise are actively participating in the analytical network	PAPA/MARE	DAPSA, ReSAKSS	Implemented									
<b>Task1.1.1.3</b>	Define coordination and governance structures and operational modalities	Ministerial Decree (Arrete) establishing analytical network issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS	Implemented									



<b>Sub-Activity 1.1.2</b>	<b>Facilitate linking of data and knowledge demand with supply</b>													
<b>Task 1.1.2.1</b>	Develop and disseminate detailed procedures for outsourcing work for MARE to the research network	Adequate procedures are disseminated to members of research network and relevant parties	PAPA/MARE	IFPRI	Implemented									
<b>Task 1.1.2.2</b>	Develop and validate concept note defining fora and communications tools for the discussion and dissemination of outputs from the research network	i) Operational fora and regular meetings to discuss analytical work from the network; ii) Analytical products are disseminated using a diverse portfolio of media and communications outlets	PAPA/MARE	IFPRI, MSU, Research Network										
<b>Task 1.1.2.3</b>	Develop and adopt processes and mechanism within MARE to disseminate, access, and use analytical products from the research network	Adoption of processes and mechanism	MARE	IFPRI, Africa Lead	Implemented									
<b>Activity 1.2</b>	<b>Provide training and capacity strengthening support to MARE and other local institutions</b>													
<b>PAPA MEP Indicators</b>	<b>Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training</b>													

<b>Task 1.2.1</b>	Conduct an assessment of institutional and technical capacity building needs	Validated concept note identifying target beneficiaries and capacity gaps to be covered by training	PAPA/MARE	IFPRI, Africa Lead	Implemented												
<b>Task 1.2.2</b>	Develop and Implement a training program	Training program is operational	PAPA/MARE	IFPRI, MSU, Africa Lead	Implementation started												

<b>COMPONENT 2: PROMOTING INCLUSIVE AGRICULTURAL POLICY AND PROGRAM DIALOGUE AND REVIEW PROCESSES</b>																	
<b>Activity 2.1</b>	<b>Facilitate establishment and operation of a sustainable multi-stakeholder platform for information sharing and policy dialogue</b>																
<b>PAPA MEP Indicators</b>	<b>Output indicator 4: Number of dialogue platform meetings and number of participants</b>																
	<b>Output indicator 5: Number of private sector and civil society organizations, farmers' organizations and others assisted to participate in policy and review processes</b>																
	<b>Output indicator 6: Number of JSR meetings</b>																
	<b>Output indicator 7: Number of stakeholder learning forums (national or global) held where findings/best practices are presented</b>																
<b>Sub-activity 2.1.1</b>	<b>Work with MARE and other stakeholders to produce terms of reference (TOR) for an inclusive multi-stakeholder dialogue platform</b>																
<b>Task 2.1.1.1</b>	Conduct diagnostic of existing platforms within and outside Senegal	Diagnostic report validated by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	Implemented												
<b>Task 2.1.1.2</b>	Develop and adopt detailed TOR showing purpose, membership, mode of operation, governance structure for multi-stakeholder platform	TOR adopted by key stakeholder groups	PAPA/MARE	DAPSA, ReSAKSS	Implemented												

<b>Sub-activity 2.1.2</b>	<b>Work with MARE to facilitate the establishment and operation of an inclusive multi-stakeholder dialogue platform and technical working sub-groups</b>												
<b>Task 2.1.2.1</b>	Establish dialogue platform including working groups	Dialogue platform is established and operational	PAPA/MARE	DAPSA, ReSAKSS, Africa Lead	Partially implemented								
<b>Task 2.1.2.2</b>	Establish a small secretariat to coordinate work of the platform	Secretariat has personnel assigned and is operational	MARE	DAPSA, ReSAKSS, Africa Lead	Partially implemented								
<b>Task 2.1.2.3</b>	Establish operational modalities to guide the activities of the platform	Ministerial Decree (Arrete) establishing platform is issued; Adoption of coordination and governance mechanisms and operational modalities	MARE	DAPSA, ReSAKSS, Africa Lead	PAPA is expecting a Ministerial memo, not a decree								
<b>Sub-activity 2.1.3</b>	<b>Assist MARE to establish and undertake an agriculture Joint Sector Review (JSR)</b>												
<b>Task 2.1.3.1</b>	Work with MARE to produce TORs and design an improved JSR process	Ministerial Decree (Arrete) establishing JSR and confirming the coordination and governance mechanisms and operational modalities for the JSR is issued	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA	One JSR was organized with the support of PAPA								
<b>Task 2.1.3.2</b>	Work with MARE to facilitate the establishment and implementation	At least one meeting of the JSR is held, with clear action and follow up modalities	MARE	PAPA/MARE, IFPRI, ReSAKSS, DAPSA									

	and follow up on JSR																		
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<b>COMPONENT 3: PROMOTING EVIDENCE-BASED AGRICULTURAL POLICY FORMULATION, IMPLEMENTATION, AND M&amp;E</b>																			
<b>Activity 3.1</b>	<b>Creating an interactive decentralized information technology (IT) knowledge management platform and M&amp;E system</b>																		
<b>PAPA MEP Indicators</b>	<b>Output indicator 8: Number of unique visitors and downloads for IT-based knowledge management platform</b>																		
	<b>Output indicator 9: Number of unique visitors and downloads for IT-based M &amp;E platform</b>																		
<b>Sub-activity 3.1.1</b>	<b>Conduct an Inventory of knowledge management and M&amp;E systems</b>																		
<b>Task 3.1.1.1</b>	Develop and adopt detailed TOR for the inventory work	TOR validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	Implemented														
<b>Task 3.1.1.2</b>	Conduct Inventory of existing IT knowledge management platform and M&E system supporting MARE	Inventory report validated by key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	Implemented														
<b>Task 3.1.1.3</b>	Design plan and timeline for establishing/improving IT platform and M&E system	Plan and timeline validated by key stakeholders and ready for implementation	PAPA/MARE	ReSAKSS, DAPSA, IFPRI															
<b>Sub-activity 3.1.2</b>	<b>Facilitate the Set up and operation of an interactive IT based knowledge management system</b>																		
<b>Task 3.1.2.1</b>	Develop and launch interactive website to support	Website is operational, accessed and used by stakeholder groups	PAPA/MARE	ReSAKSS, DAPSA, IFPRI	Partially implemented														

	knowledge management													
<b>Task 3.1.2.2</b>	Train relevant staff on management of the website	Website is managed by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI										
<b>Sub-activity 3.1.3</b>	<b>Establish and manage and web-based M&amp;E system</b>													
<b>Task 3.1.3.1</b>	Develop and launch interactive web-based M&E system	M&E system is accessed and used by MARE and its departments, other government entities and key stakeholders	PAPA/MARE	ReSAKSS, DAPSA, IFPRI										
<b>Task 3.1.3.2</b>	Train relevant staff on operating the M&E system	M&E system operated by trained staff and operates satisfactorily	PAPA/MARE	ReSAKSS, DAPSA, IFPRI										
<b>Activity 3.2</b>	<b>Mobilize local research to guide emerging agricultural policy agenda</b>													
<b>PAPA MEP Indicators</b>	<b>Output indicator 10: Number of policy research and best practice papers generated</b>													
	<b>Output indicator 11: Number of new data sets informing food security policies available for public use</b>													
<b>Sub-activity 3.2.1</b>	<b>Assess alternative agricultural policy and strategy options</b>													
<b>Task 3.2.1.1</b>	Develop policy plan for identifying key policies and strategies required for a successful implementation of PRACAS	Validation of policy plan by key stakeholder groups	Research Network	PAPA/MARE, IFPRI										
					Literature survey done.									

<b>Task 3.2.1.2</b>	Carry out cost benefit analysis of alternative options for the above policies and strategies	Report on alternative policy and strategy options validated	Research Network	PAPA/MAR E, IFPRI										
<b>Sub-activity 3.2.2</b>	<b>Assess cereal sector competitiveness and analyze private sector investments</b>													
<b>Task 3.2.2.1a</b>	Conduct survey and analysis of the production, processing, and marketing of rice, millet, and sorghum subsectors	i) Survey databases, ii) Report on operations and performance of rice, millet, and sorghum value chains	IFPRI, MSU	Research Network, MARE/PAPA	Questionnaire and sampling issues are implemented									
<b>Task 3.2.2.1b</b>	Conduct survey and analysis of the production, processing, and marketing of maize subsector	i) Survey databases, ii) Report on operations of maize value chain	Research Network	PAPA/MAR E	Questionnaire and sampling issues are implemented									
<b>Task 3.2.2.2a</b>	Analyze the competitiveness of the rice subsector	Report on competitiveness of rice in domestic market	IFPRI, MSU	Research Network, PAPA/MAR E										
<b>Task 3.2.2.2b</b>	Analyze the competitiveness of the maize subsector	Report on competitiveness of maize in domestic market	Research Network	PAPA/MAR E										
<b>Sub-activity 3.2.3</b>	<b>Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies and analyze private sector investments in input sector</b>													

<b>Task 3.2.3.1a</b>	Survey and analysis of production, distribution, and adoption level in seed subsector	i) survey database; ii) report on the operation and performance of seed systems	MSU	Research Network, PAPA/MAR E	Questionnaire and sampling issues are implemented									
<b>Task 3.2.3.1b</b>	Survey and analysis of fertilizer and mechanization subsectors	i) survey database on procurement, distribution, and adoption of fertilizer and mechanization; ii) report on the operation and performance of fertilizer and mechanization sectors	Research Network	PAPA/MAR E MSU	Questionnaire and sampling issues are implemented									
<b>Task 3.2.3.2 a</b>	Analysis of private sector investment in seed subsector	Report on private sector investment in the seed subsector	MSU	Research Network, PAPA/MAR E										
<b>Task 3.2.3.2 b</b>	Analysis of private sector investment in modern fertilizer and mechanization sectors	Report on private sector investment in the fertilizer and mechanization subsectors	Research Network	PAPA/MAR E, MSU										
<b>Task 3.2.3.3a</b>	Assessing the effectiveness of seed sectors policies	Report on the effectiveness of policies in the seed subsector validated	MSU	Research Network, MARE/PAP A										

<b>Task 3.2.3.3b</b>	Assessing the effectiveness of modern fertilizer and mechanization subsectors policies	Report on the effectiveness of policies in the fertilizer and mechanization sectors validated	Research Network	MARE/PAPA, MSU										
<b>Sub-activity 3.2.4</b>	<b>Analysis of transformation of the horticultural sector</b>													
<b>Task 3.2.4.1</b>	Survey and analysis of production, processing, marketing, exports in the horticulture subsector	ii) Survey database; and ii) Report on the operations and performance of key segments of the horticulture value chains	Research Network	PAPA/MARE	Questionnaire and sampling issues are implemented									
<b>Task 3.2.4.2</b>	Analyze private sector investments in the fruits and vegetables subsectors	Report on private sector investment in the different segments of the horticulture value chain	Research Network	PAPA/MARE										
<b>Task 3.2.4.3</b>	Evaluate trends and outlook in export markets	Report on future trends in global exports of fruits and vegetables and implications for the Senegalese sector	Research Network	PAPA/MARE										
<b>Task 3.2.4.4</b>	Evaluate options for scale up and replicability in other subsectors	Report on key drivers of success in the horticulture sector and options for scaling up & replicating success in other subsectors	Research Network	PAPA/MARE										



<b>Component 4: Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE</b>													
<b>PAPA MEP Indicators</b>	<b>Output indicator 12: Number of legal frameworks/Regulations/ Administrative Procedures/institutional arrangements reviewed and analyzed</b>												
	<b>Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training</b>												
<b>Activity 4.1</b>	<b>Carry out diagnosis of MARE policy planning and implementation processes and procedures</b>												
<b>Task 4.1.1</b>	Review and update institutional architecture of structures for formulation, implementation, and monitoring of agriculture and food security policies	Inventory of policies, of institutions responsible for policy implementation, of mechanisms for interministerial coordination, and of private sector, civil society organizations, think tanks, and research institutes that influence policy	Africa Lead	MARE									
<b>Task 4.1.2</b>	Evaluation of capacities of the mapped institutional and organizational architecture and identification of organizational capacity strengthening needs	Evaluation report on MARE with capacity strengthening strategies	Africa Lead	MARE									
<b>Activity 4.2</b>	<b>Develop an action plan to improve MARE's planning and implementation processes and procedures</b>												
<b>Task 4.2.1</b>	Development of an action plan for strengthening MARE's planning department	Capacity strengthening strategy	Africa Lead	MARE									

<b>Activity 4.3</b>	<b>Implement action plan to improve MARE's planning and implementation processes and procedures</b>												
<b>Task 4.3.1</b>	Team building and strategic visioning exercise	Workshop design / participant's manual	Africa Lead	MARE									
<b>Task 4.3.2</b>	Leadership and change management training	Workshop design / participant's manual	Africa Lead	MARE									

<b>Component 5: Develop and Launch Communications Strategy</b>													
<b>PAPA MEP Indicators</b>	<b>Output indicator 3: Number of individuals who have received USG supported short-term agricultural sector productivity or food security training</b>												
<b>Activity 5.1</b>	<b>Diagnostic of MARE's communication and advocacy strategies</b>												
<b>Task 5.1.1</b>	Conduct inventory of existing internal and external communication strategies	Inventory of Communication strategies used by MARE / List of communication strategies used by MARE	Africa Lead	MARE, IFPRI									
<b>Task 5.1.2</b>	Evaluate MARE's capacity to develop and implement internal and external communication strategies	Report evaluating MARE's capacities in the area of communications	Africa Lead	MARE, IFPRI									
<b>Task 5.1.3</b>	Evaluate MARE's capacity to develop and implement an advocacy strategy	Report evaluating MARE's capacities in the area of advocacy	Africa Lead	MARE, IFPRI									
<b>Activity 5.2</b>	<b>Develop and launch communications strategy and advocacy plan</b>												

<b>Task 5.2.1</b>	Develop a communications strategy and train key responsible personnel	Communications strategy / training module	Africa Lead	MARE, IFPRI										
<b>Task 5.2.2</b>	Develop an advocacy plan and train staff working on advocacy	Advocacy and training plan	Africa Lead	MARE, IFPRI										
<b>Task 5.2.3</b>	Train staff on communications	Training plan/manuals	Africa Lead	MARE, IFPRI										

<b>6: Project Management</b>														
<b>Activity 6.1</b>	<b>Project Administration</b>													
<b>Task 6.1.1</b>	Recruit IFPRI Chief of Party	NA	IFPRI	NA	Implemented									
<b>Task 6.1.2</b>	Annual Work plan Development	NA	IFPRI/MSU	NA										
<b>Task 6.1.3</b>	Sub-contracting completed based on Work plan	NA	IFPRI/MSU	NA	Implemented									
<b>Task 6.1.4</b>	Open Data Requirement Met	NA	IFPRI/MSU	NA										
<b>Activity 6.2</b>	<b>Project Coordination</b>													
<b>Task 6.2.1</b>	Quarterly meetings with various stakeholders to ensure consistency and to avoid duplication of action	NA	IFPRI	NA	Meetings have been held, activity ongoing									

<b>Task 6.2.2</b>	Quarterly meetings with other USAID implementing partners in the area of agricultural policy reform to coordinate activities and communications outreach. Annual joint work planning for outreach events.	NA	IFPRI	NA	Meetings have been held, activity ongoing												
<b>Activity 6.3</b>	<b>Operationalize Monitoring Evaluation Plan</b>																
<b>Task 6.3.1</b>	Develop MEP	NA	IFPRI/MSU	NA	Implementation started, not complete												
<b>Task 6.3.2</b>	Baseline survey to collect missing reference data for the base period for key project indicators	NA	IFPRI	NA	Questionnaire designed												
<b>Task 6.3.3</b>	Collect indicator information for reporting purposes	NA	IFPRI/MSU	NA													
<b>Activity 6.4</b>	<b>Reporting to USAID/Senegal</b>																
<b>Task 6.4.1</b>	Financial progress reports	NA	MSU	IFPRI, PAPA/MAR E	Implemented												
<b>Task 6.4.2</b>	Program Performance Report (PPR)	NA	MSU	NA	Implemented												

<p><b>Task 6.4.3</b></p>	<p>Semi-annual and annual technical progress reports</p>	<p>NA</p>	<p>MSU</p>	<p>IFPRI, PAPA/MAR E</p>	<p>Annual progress report for first year is currently being elaborated</p>									
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