



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



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SENEGAL AGRICULTURAL POLICY PROJECT

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FEED THE FUTURE SENEGAL *PROJET D'APPUI AUX*

POLITIQUES AGRICOLES (PAPA)

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Quarterly Program Performance Report (PPR)

April-June, 2016

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ACRONYMS

AJSR	Agricultural Joint Sector Review
BAME	Bureau d'Analyse Macroéconomique
BMZ	German Federal Ministry for Economic Cooperation and Development
CCGA	Changing Course in Global Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
DA	Direction de l'Agriculture
DAPSA	Direction de l'Analyse et de la Prévision des Statistiques Agricoles
DRDR	Direction Régionale du Développement Rural
ERS	Economic Research Services (of USDA)
FAO	Food and Agriculture Organization of the United Nations
FASEG	Faculté des Sciences Economiques et de Gestion
ECOWAS	Economic Organization of West African States
IPAR	Initiative Prospective Agricole et Rurale
IFPRI	International Food Policy Research Institute
ISRA	Institut Sénégalais de Recherche Agricole
JSR	Joint Sector Review
MAFAP/SAPAA	Monitoring and Analysis of Food and Agricultural Policies
MARE	Ministry of Agriculture and Rural Equipment
MSU	Michigan State University
M&E	Monitoring and Evaluation
PAPA	Projet d'appui aux Politiques Agricoles
PEBAB	Promoting Participatory and Evidence-Based Agricultural Policy Processes in Africa
PPR	Program Performance Report
PRACAS	Programme d'Accélération de la Cadence de l'Agriculture Sénégalaise
SDDR	Service Départemental de Développement Rural
DRDR	Direction Régionale de Développement Rural
TOR	Terms of Reference
UCAD	Université Cheikh Anta Diop
USDA	United States Department of Agriculture
USAID	United States Agency for International Development

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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 January 1 and March 31, 2016. The present PPR reports on work done between April 1 and June 30, 2016. Work during this period is a continuation of efforts in the previous period, continued the building of the foundations for future project activities, and initiated the implementation of the research and training components of the Project. All work involved the project team at the Ministry of Agricultural and Rural Equipment (MARE), MSU, IFPRI, Africa Lead, and other collaborating partners.

Progress during Reporting Period

Progress made is presented by order of project component.

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

- (i) Develop and adopt processes and mechanism within MARE to disseminate, access, and use analytical products from the research network

As an ongoing activity, this activity has already generated outputs that were documented in the previous quarterly reports. Over the March-June period, two major achievements can be noted in the area of developing and adopting processes and mechanism within MARE to disseminate, access, and use analytical products from the research network:

- A stock taking workshop was organized in May 2016 to assess the level of implementation of one key input to the awaited field research and data analysis by the Network: the literature review on the political options facing PRACAS as well as on key value chains including maize, horticulture products, fertilizer and agricultural equipment
- The web site of the PAPA was conceived and developed (www.papa.gouv.sn). The website will be instrumental in sharing and promoting analytical findings of the Analysis Network. Important results and data in the areas of policymaking and policy choices will indeed be available in the different sectors of interest (coarse cereals, rice, fruits and vegetables, fertilizer, seeds, agricultural material as well as private investment issues in the fertilizer, mechanization and horticulture areas).

(ii) **Develop and Implement a training program**

Training sessions were defined based on anticipated needs of the network members. A total of 14 topics have been identified and actual training sessions will be held throughout the life time of the project, with more intensive intervention during the first year. During the previous work period (January-March 2016) two workshops were organized and these were documented in the previous PPR. During the period covered by the present PPR, four workshop clinics were organized.

- On 19-20 April, 2016, IFPRI and PAPA-MAER hosted a clinic session that covered “Public Agriculture Expenditure Analysis (PAE)”. The facilitator was Dr. Samuel Benin, research fellow at IFPRI, with participants coming from the Ministry of Agriculture and Rural Equipment, and BAME. The main objective was to give participants some broad knowledge of public agriculture expenditure analysis (PAE), and three modules were covered: (i) the conceptual framework of public agriculture expenditure analysis; (ii) data needs, methods and tools used in PAE analysis, and (iii) some applications. The venue of the workshop was IFPRI’s headquarters in Dakar and there were 9 participants including 3 women.
- On 4-5 May, 2016, a workshop clinic on ‘Modelling and Evaluation of CAADP Policies and Policy Processes’ was held in the premises of MARE. The training was given by Prof. Dr. Christian Henning and Johannes Hedtrich of CAU/Kiel, with the objective of presenting a set of tools and methodologies useful in tackling the complexities in the analysis of policy processes and outcomes under the implementation of the CAADP agenda. The training material drew on the PEBAP Project (Promoting Participatory and Evidence-Based Agricultural Policy Processes in Africa), which has been set up as an analytical support to the Comprehensive Africa Agriculture Development Programme (CAADP) and is funded/implemented by BMZ/Universities of Kiel and Hohenheim. There were 8 participants include two women.

- On 14 June, a workshop dwelling on the methodological aspects of value chain analysis. The workshop was facilitated by Dr. Kimseyinga Savadogo of IFPRI and dealt with three issues: (i) understanding what is expected from value chain analysis with regard to policy analysis; (ii) identifying key research questions that could provide the foundation for good research, and (iii) understanding the general structure of the questionnaires that would provide answers to research questions, optimize on time use and lead to a better understanding of agents' behavior (producers, processors, wholesalers, retailers and consumers). The workshop was held at ISRA's headquarters and there were 12 attendants of which 4 women.
- On 27-28 June, a workshop on ECOWAS-wide policy issues was held at ISRA's headquarters in Dakar. A partial equilibrium 10-year projections model for the ECOWAS region was the basis of discussion. The model is apt at testing some productivity scenarios with focus on rice, but can also accommodate other scenarios focusing on the effects of urbanization on food demand and structural changes in the poultry sector. The workshop was facilitated by Dr. Nancy Cochrane, Dr. James Hansen and Dr. Getachew Nigatu from USDA/ERS and there were 24 participants including 6 women.

Together, these clinics are expected to contribute 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.

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

Under this component, two activities have been completed.

- (i) Establish dialogue platform including working groups

Activities during the foregoing quarter covered the diagnostic of existing platforms, and the conclusion was that the majority of the existing structures were dysfunctional. During the current reporting quarter, activities included the following:

- Working with potential members to identify what could be a good working dialogue platform: its setup, membership issues, operational issues, and their implication on overall functionality and effectiveness of the platform. All initial contacts were positive, as presumptive members unanimously agreed to becoming members of the envisioned platform. What appears to emerge from the initial contacts is that there is high preference for a flexible organizational structure, that needs no official decree for its creation, but rather just a memo.
- Members that might adhere the platform have been invited to attend the May validation workshop (see 1.1 above). There was active participation of all members present in all the various aspects of the workshop.

- (ii) Work with MARE to facilitate the establishment and implementation and follow up on JSR

TORs and an action plan for the organization of the next Joint Sector Review have been developed, with support from DAPSA, the structure in charge of the review, AFRICLEAD and USAID. The PAPA was asked to take in charge the following activities:

- The lead role in meeting and getting the buy-in of civil society on 12 May 2016
- The editorial tasks to produce the proceedings of the review.

Unfortunately, the planned activities failed to be completed as DAPSA, the leader in the AJSR, was not able to attend the meetings.

During the reporting period, the PAPA has also participated in the validation of the Review report for MARE.

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

- (i) Conduct Inventory of existing IT knowledge management platform and M&E system supporting MARE

This activity is a step toward creating an interactive decentralized information technology (IT) knowledge management platform and M&E system. During last quarter, the PAPA has initiated consultation with the regional rural directorates in order to assess their strengths, weaknesses and need for additional capacity in order to carry their mission. During the present quarter, this consultation has continued and the information gathered is a starting point in defining an action plan for capacity strengthening in the different areas of M&E. Below we review the state of (a) the staff number and type, (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.

Technical staffing and staff type. The total staff working in the 14 DRDR and 45 SDDR is 181, with only 4 percent or 8 people being women. The spatial distribution is as in Table 1.

Table 1. Technical staff size, by DRDR

DAKAR	DIORBEL	FATICK	KAFFRINE	KAOLACK	KEDOUGOU	KOLDA
17	14	10	5	20	5	13
LOUGA	MATAM	SAINT LOUIS	SEDHIOU	TAMBA	THIES	ZIGUINCHOR
11	6	11	8	9	25	17

Most of the staff have engineer level training (74, i.e. 26 full engineers and 48 lower level engineers). The remainder includes 58 *agents techniques*, 44 specialized in horticulture. Only one person has been classified as a planing agent, meaning the sheer lack of this type of personnel.

Average number of years to retirement. About 28 percent of the technical personnel is two years from retirement, and 25 percent between 2 and 5 years. In other words, within 5 years more than 50 percent of the technical staff will need to be replaced to maintain current standards.

M&E capacity. Some of the technical staff have received training in different aspects of M&E: software training (advanced Excel, Database management through Access, SPSS, MS Project, SPHINX, CS PRO, GIS) and in thematic areas such as Results Based Management (RBM), Planning, and Project Management. There was however a strong expression of the need to reinforce capacity in the areas of RBM, data collection, and computer software in the field of data analysis.

Access to computers and the internet. A total of 154 desktop and laptop computers of which 124 in good shape have been inventoried at the 14 DRDRs and 45 SDDR. Hence, about two-thirds of the technical staff have access to a personal computer or laptop. Access to the internet is more of a problem, as less than half of the services (25 out of 59) have a landline and access to the internet. It thus appears that there is tremendous needs for capacity strengthening in this area if computerized knowledge management and M&E is to become a reality.

Types of data collected and their utilization. On a regular, annual basis, the following data are collected in the decentralized agricultural planning units: data on production, by crop; area planted; yield per crop; rainfall data; the quantities of seeds, fertilizers, phytosanitary products delivered and distributed; the number of material and equipment delivered and distributed; and the quantity of groundnut that is marketed. DAPSA centralizes all production, area and yield data, computes department level summaries that are communicated to the DRDR and SDDR. The other data are transmitted to the Directorate of Agriculture and the Ministry Cabinet of MARE, in the form of weekly reports. A major shortcoming of the data management system that has been pinpointed by the DRDR and SDDR is that they need more disaggregated data (at the lower levels of Districts (Arrondissement) and commune. This is of crucial importance as an input to the decentralized policy making pursued by the government.

Synergies between projects, programs and the SDDR/DRDR. The mission of the SDDR/DRDR is to coordinate all agricultural related interventions at the levels of the region and department, and this requires information sharing between programs and projects and the SDDR/DRDR system. Unfortunately there is actually little information sharing and as a consequence the information gathered by the SDDR/DRDR fails to include data generated by development partners.

(ii) Design plan and timeline for establishing/improving IT platform and M&E system

An action plan is currently being developed based on the information generated from the diagnosis of the existing systems in M&E and knowledge management at the levels of the SDDR/DRDR. The early actions to be taken include: (a) elaborate a manual of procedures in the area of M&E for MARE, and the consultant is in the process of being identified and recruited; (b) equip SDDRs and DRDRs with computers and internet access systems; (c) provide training on data management issues, results based management and other M&E aspects, to SDDR and DRDR personnel; and (d) create a computerized knowledge management and M&E system for MARE.

(iii) Develop and launch interactive website to support knowledge management

The PAPA website e (<http://www.papa.gouv.sn/>) contains all relevant information related to the implementation of the project. The content of the website is constantly updated to reflect new knowledge generated by project implementation. The PAPA has also assisted MARE to operationalize its own website as a gateway to sharing information.

A useful tool for the overall process, the eAtlas, has been developed with IFPRI's inputs. The eAtlas is a user friendly system that allows visualization of all types of agricultural data geographically. The Ministry Cabinet and DAPSA have been introduced to the system and the PAPA will be in charge of updating the eAtlas with data. When fully developed and deployed, the eAtlas should prove to be a powerful component of knowledge based M&E.

(iv) Train relevant staff on management of the website

The staff of PAPA (the senior analyst, project assistant and an intern on information system) have been trained in the management of the websites of both the PAPA and MARE. The eAtlas team will also be fully trained before the system is integrally transferred to MARE.

(v) Mobilize local research to guide emerging agricultural policy agenda

On May 23-27, the coordination of the PAPA has organized a workshop to validate the initial inputs of the Network of analysis in terms of literature review and fact finding towards the development of research and survey methodology. Many government agencies, technical and financial partners, farmers organization, civil society and the network of analysis attended this workshop. The network members met again on 15-16 June 2016 to further improve on the research protocols in prelude to the field surveys that will generate the initial data base used to inform policy.

(vi) [Assess cereal sector competitiveness and analyze private sector investments](#)

Tom Reardon went to Dakar for 10 days in May to work with IFPRI and BAME on initial plans for millet and rice work. He also set up an MSU grad student (Sarah Chase-Walsh) to work in Dakar for two months in collaboration with BAME. It was agreed with BAME (early June) that two thesis doctorants would emerge from the collaborative millet and rice value chains.

Reardon has drafted the millet second-stage processor instrument. The instrument will be pre-tested several times by Chase-Walsh and the thesis student in the field in mid-July. It may be pre-tested in the next quarter depending on decisions made in the project workshop in September. The specific plan is still not clear and needs to be agreed upon by all of the project partners.

Work was carried out on Literature reviews of processed millet and rice research done in Senegal. Rice has already been drafted and millett is under review. The literature review should be completed next quarter.

(vii) [Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies and analyze private sector investments in input sector](#)

Seed sector

During the period from April to June 2016, Boubacar Diallo of MSU (as seed research activity leader), touched base with ISRA/BAME to collect statistics and time series data on seeds (production per crop, areas, yields; production of certified seeds per crop, imports-exports; price of certified seeds per crop and region). This task has been given to Fatou (ISRA doctorant). Some secondary data has been collected but yet not completed. A literature review on seed in Senegal has been drafted but not yet completed. An MSU graduate student (Peters) worked in Senegal from May 20 to July 5 to complete the literature review, the seed database and gather information on the early seed generation production and constraints by ISRA.

Diallo and Peters participated in the PAPA- May 22-28 meeting in Dakar where among others, the seed research protocol was presented. Instruments for data collection (guide on seed value chain operations and service providers as well as producer questionnaire) have been produced by Diallo and

tested by Peters in Dakar, St-Louis and Thiès. The draft output and deliveries of the instrument are expected from Peters in July 2016.

IFPRI, MSU and ISRA/BAME have proposed to hire one MS Senegalese student to work on seed value chains as doctorant. The hiring is underway by ISRA/BAME.

Component 4: Establishing and strengthening of tools and procedures for policy planning and monitoring by MARE

This component is under the leadership of AFRICALEAD and has yet to be implemented due to contracting reasons.

Component 5: Develop and Launch Communications Strategy

Like Component 4, Component 5 is also under the leadership of AFRICALEAD and is expected to start as soon as contractual agreements with the lead institution are completed.

Component 6: Project coordination and management

(i) Agreement IFPRI-MARE

The agreement between MARE and IFPRI will allow direct fund management by MARE. The agreement has gone through various steps and is currently awaiting to be signed by the Minister.

(ii) Strengthening the synergy with other ongoing programs and projects in the area of analysis and M&E of agricultural policies

In implementing PAPA annual workplan, 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 planned activities by the PAPA project in order to together identify the types of synergy with each institution in order to establish (1) dialogue platform, (2) strengthen capacities of MARE in the area of analysis and M&E of agricultural policies. These institutions are:

- IPAR, a local think tank, is involved in the “Changing Course in Global Agriculture (CCGA) ” project, which focuses on supporting Senegal’s government to set up and analyze national policies and agricultural strategies that ensure food and nutritional security, economic growth and sustainability of environment
- FAO is involved in “Strengthening of Governance of Food Security and Nutrition Project (Pro-ACT)” which focuses on improving food and nutritional security of vulnerable groups

in Senegal through strengthening of governance of food and nutritional security and improving agricultural planning.

- FAO has also initiated the “Monitoring and Analysis of Food and Agricultural Policies (MAFAP or SAPAA)” project which aims at strengthening capacities of MARE to identify, assess and implement options or strategies of food and agricultural policies.
- FAO is also involved in “Integrating climate resilience into agricultural production for food security in rural areas Project ” which encourages to take into account strategies to adapt to climate changes in agricultural policies.

It is to be noted that, instead of quarterly meetings as planned in the PAPA annual workplan, the policy group including projects and programs (PAPA, ERA, Naatal mbay, Yaajeende) funded by USAID, organizes monthly meetings in order to share information on members’ activities and preliminary results. During this quarter, the PAPA project presented results on the diagnosis of M&E systems of DRDR and SDDR, and those on the review of dialogue platforms. Naatal Mbay shared data on rice, millet and maize value chains.

Conclusions and plans for the next reporting quarter

Activities planned for the reporting period have been implemented in a satisfactory manner. Exceptions include the following.

- (i) As during the previous reporting period, all activities under components 4 and 5 have been on hold during the current reporting period, pending contractual arrangements between IFPRI, AfricaLead and USAID.
- (ii) Establishing the dialog platform: because of the complexity of such a platform and given that most existing platforms are not functional, more care will be needed to design a successful platform. The consultations with stakeholders are still ongoing, and this is deemed fine as only careful analysis of the reasons of the failure of existing platforms will be needed before designing an inclusive dialogue platform.
- (iii) Stakeholder survey to assess agriculture and food security policy processes in Senegal: because of pressing issues in other aspects of the project (activation of the network, training) this activity has been on hold. The survey is expected to be implemented in the next quarter of the project.

Together with these unfinished current and previous quarter activities, the activities and tasks planned for the next reporting quarter are expected to be carried out in a successful manner. In particular, with the network almost fully operational, next quarter is expected to be a very busy quarter. Key oncoming activities include the following.

Under Component 1

- Continue to develop for validation a concept note defining fora and communications tools for the discussion and dissemination of outputs from the research network.
- Continue the training program to strengthen capacity of network participants.

Under Component 2

- Continue the work with MARE to facilitate the establishment and implementation and follow up on AJSR.

Under Component 3

- Continue work to develop and launch the interactive web-based M&E system.
- Continue the activity of training the relevant staff on operating the M&E system.
- Mobilize local research to guide emerging agricultural policy agenda.
- Assess alternative agricultural policy and strategy options.
- Assess cereal sector competitiveness and analyze private sector investments.
 - The millet second-stage processor questionnaire will be translated and tested by Chase-Walsh and Reardon
 - Reardon will continue frequent skype communication (with Kimsey Savadogo and Ousmane Badiane) to finalize the millet second-stage processor questionnaire.
 - Questionnaires for the rice and millet production, consumption, midstream and downstream segments will be completed.
 - Literature review will be written up.
 - Detailed technical proposal for millet and rice will be written up.
- Assess the efficiency and effectiveness of fertilizer, seed and mechanization policies.
 - ISRA/BAME gathering of secondary data will be completed by Sadibou.
 - The seed literature review will be completed by Peters.
 - ISRA/BAME statistics and time series data will be collected.
 - Seed pretest questionnaire by Peters and Sadibou: draft output and deliveries are expected.
 - The seed work implementation (rapid reconnaissance, survey, analysis) needs to be discussed between the PAPA coordination and the seed network (BAME/ISRA, ASPRODEB, UNIS, IPAR). The meeting has not yet taken place.
 - IFPRI, MSU and ISRA/BAME have proposed to hire one MS Senegalese student to work on seed VC as doctorant. The hiring is underway by ISRA/BAME so should take place in the next quarter.
- Analysis of private sector investments in input sector.
 - Need a meeting between the PAPA coordination and the network (BAME/ISRA, ASPRODEB, UNIS, IPAR) in order to start this activity.
- Analysis of transformation of the horticultural sector.

Under Component 6

- Organize quartely meetings with stakeholders to ensure the coherence of the project and avoid duplications.

- Organize quartely meetings with other partners involved in implementing USAID's projects on policy reforms.

APPENDIX

A1 : Progress in implementing PAPA work plan (Excel file)

Tableau A2. Number of technical staff by region and years to retirement

Regions	Number	0-2 years to retirement	2-5 years to retirement	More than 5 years to retirement
Diourbel	14	21%	43%	36%
Fatick	10	40%	40%	20%
Kaolack	20	30%	25%	45%
Louga	11	27%	18%	55%
Matam	6	33%	0%	67%
Saint Louis	11	20%	20%	60%
Thiès	25	32%	40%	28%
Kédougou	5	0%	40%	60%
Tambacounda	9	33%	11%	56%
Kaffrine	15	13%	40%	47%
Kolda	13	8%	15%	77%
Sédhiou	8	44%	0%	56%
Ziguinchor	17	35%	30%	35%
Dakar	17	53%	29%	18%
Average		28%	25%	47%